

# TRANSFORMING WORK

Discipleship for the workplace

GROUP  
LEADER'S  
GUIDE

For Workplace Groups

An edit of LICC's *Transforming Work*, with fifteen sessions for Christian Workplace Groups

# Welcome to Transforming Work for Workplace Groups

Whatever your job, whatever your organisation... discover a richer way of working.

At the London Institute for Contemporary Christianity and Transform Work UK we have a passion to see Christians living out their faith in the workplace, making a real difference to the organisations in which they work. So we've adapted LICC's popular resource Transforming Work to help you use it in your Christian Workplace Groups (CWGs).

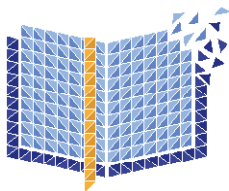
Transforming Work was designed to help working people dig deeper into the ways in which they can fulfil their calling to God through the work they do, and in its original form each

session takes a couple of hours. This resource adapts this material into shorter sessions that are designed to fit into a lunch break.

We've also added in activities and discussion questions to help you explore the impact you can have, not just as individuals in an organisation, but as a group together – as you shape culture, build better relationships, share your faith, and make a difference to your workplace.

We hope and pray that, together, you discover the difference God wants to make to your work.

**Charles Hipsley (LICC)  
and Ros Turner (TWUK)**



## How do you run Transforming Work in your group?

As a **Group Leader** you'll need a copy of the *Transforming Work* leader's guide, which comes with a DVD and online access to all the video material. You can buy *Transforming Work* here [licc.org.uk/tw](http://licc.org.uk/tw).

Where Transform Work UK material is recommended, you can find on the TWUK website [transformworkuk.org](http://transformworkuk.org).

The **Group Members** will need the *Transforming Work* app (available for iOS and Android) if they'd like to access the preparatory

or follow-up material for each session. There is an online version of the app available for those who don't have access to a smartphone [licc.org.uk/appaccess](http://licc.org.uk/appaccess).

Everything else you need for the sessions – discussion questions, prayer ideas, group activities, suggestions for next steps – are all in this resource. If you have any questions about how to use this resource, or the Transforming Work leader's guide, do get in touch with us at [tw@licc.org.uk](mailto:tw@licc.org.uk).

# Contents

In this version for Christian Workplace Groups (CWGs), most of the sessions of the full *Transforming Work* resource is split into two weeks so groups can complete a 'week' over a weekly lunch break gathering.

<b>Why does work matter?</b> (SESSION 1) WEEK 1 AND WEEK 2 .....	<b>1</b>
<b>How can we do good work?</b> (SESSION 2) WEEK 3 AND WEEK 4 .....	<b>2</b>
<b>How can we flourish at work?</b> (SESSION 3) WEEK 5 AND WEEK 6 .....	<b>3</b>
<b>How can we influence our workplace culture?</b> (SESSION 4) WEEK 7 AND WEEK 8 .....	<b>4</b>
<b>How can we improve relationships at work?</b> (SESSION 5) WEEK 9 AND WEEK 10 .....	<b>5</b>
<b>How can we share our faith at work?</b> (SESSION 6) WEEK 11 .....	<b>6</b>
<b>How can we tackle workplace issues with biblical principles?</b> (SESSION 7) WEEK 12 and WEEK 13 .....	<b>7</b>
<b>How can we remain fruitful over the long-term?</b> (SESSION 8) WEEK 14 and WEEK 15 .....	<b>8</b>

## Markers to the leader's guide and app/website

Small coloured markers and labels let you know where the material in this guide is in the full *Transforming Work* materials—either the printed leader's guide or the app or website—so you can access more content, if you'd like.

There are three types of sections from the full *Transforming Work* represented:

**CORE CONTENT (GREEN)**, **THE BIBLE THROUGH WORKERS EYES (PURPLE)**, and **PRAYER (BLUE)**.

**HANDOUTS** are also pointed to – usually in the back of the leader's guide – whenever one-sheet handouts are available for excersises, reflections, or discussion questions.



# Why does work matter?

▶ BASED ON THE FULL *TRANSFORMING WORK* SESSION 1, LEADERS GUIDE PAGES 11-13, PAGE 44

This is an introduction to *Transforming Work*: a chance to look at the big picture and consider why work is so important to God. Feel free to adjust the time you spend on each part based on how familiar your participants are with the concepts already. The goal for these two sessions is to give everyone a good foundation for the rest of the study.

## WEEK 1

**Watch** *Work: The Bigger Picture* ▶ CORE CONTENT 1 PAGE 12

This video helps to set the scene by laying out a vision for Christians at work.

**Discuss** the vision; try to establish a common understanding of why work is important to God:

- What was new, challenging, or inspiring?
- What struck you from this vision when thinking about your own work?
- What difference does it make to your attitude to work?
- How does what you have seen challenge your CWG as a whole?

**Pray** for each other and your organisation. Encourage people to respond in prayer (perhaps in twos or threes) to what they have heard and discussed, and to offer their own work to God.

### Journeying on

- Pass around copies of the 6Ms handout on page 44 of *Transforming Work*.
- Ask 'where have you seen God at work?' each week to encourage the group to share stories.
- Watch *Jay's Story* on the *Transforming Work* app or website and spot the 6Ms.
- Dig deeper into why work matters with Mark Greene's book *Thank God it's Monday*
- Explore the 6M framework using Mark Greene's book *Fruitfulness on the Frontline*

## WEEK 2

**Watch** *Where Have You Seen God at Work?* ▶ CORE CONTENT 2 PAGE 12

This video introduces a framework for fruitful discipleship: the 6Ms. The 6M framework helps the group build a broad picture of Christian living that includes, but goes beyond, verbal witness. It isn't another holy to-do list, it's a way to help you see the ways you have already been fruitful for Christ, and stir your imagination for the rich range of ways God works through you.

**Discuss** in pairs and then share all together:

- What was your initial impression of the 6Ms?
- Which two Ms do you feel are most visible in your life at work and which two are the least? (Answer in pairs, and then share.)
- What themes has the group observed?

**Pray** for one another in the areas covered by each of the 6Ms, ▶ PRAYER PAGE 13

following the questions below. Perhaps break into pairs or triplets, and include prayer for your managers and your CWG as a whole.

- What can I pray for you personally?
- What can I pray for your current workload?
- What can I pray for colleagues/clients?
- What can I pray for our workplace?
- Are there any issues of gossip and politicking?
- Whose salvation could I pray for?



# How can we do good work?

▶ BASED ON THE FULL *TRANSFORMING WORK* SESSION 2, LEADERS GUIDE PAGES 15-17

One of the most important, yet sometimes most difficult, things to grasp is how the actual work we do can be good in God's eyes. This session helps us build a picture of what good work looks like and how our own work can be done in worship and service to God. It also helps us wrestle with the question of the significance of our particular job to God.

## WEEK 3

Spend a few minutes catching up and ask people where they have seen God at work since last time. Use the 6Ms to help the group to see this.

▶ CORE  
CONTENT  
PAGE 16

**Watch** *How Can I Do Good Work?*

**Discuss** how your work reflects the good work that God wants to be done in his world. Discuss on two levels: first, the work that your organisation does as a whole; and, secondly, the work that each group member contributes to that overall mission:

- Can you see how goods and services produced through your work help others flourish?
- How are these characteristics of God's work reflected in your own work?
- Can you see ways in which your work can bring healing and restoration where God's world has been damaged?
- How does your work make a difference to the organisation and your colleagues?
- How might the example you set collectively as a CWG make a difference to the work ethic of your organisation?

**Pray** for each others' work and the contribution that your organisation makes to the people it serves. Encourage everyone to offer these to God.

## WEEK 4

Biblical narrative can speak to our own workplaces when it is set in a working context – in the case of Ruth 2, Boaz's family business. Ruth is set in the days when Judges ruled (Ruth 1:1) – a time of moral decline and appalling acts of violence in Israel. Boaz stands out as an honest farmer, committed to living under God's law.

▶ BIBLE THROUGH  
WORKERS EYES  
PAGE 16

As background, the leader might listen to the audio intro *Bible Through Worker's Eyes: Ruth and Boaz*.

▶ IN APP/WEB  
SESSION 2 >  
SESSION PREP

**Read** Ruth 2. Imagine yourself as one of the characters. What kind of workplace is this? Would I want to work for this boss?

**Discuss** ▶ ADDITIONAL QUESTIONS ON PAGE 16

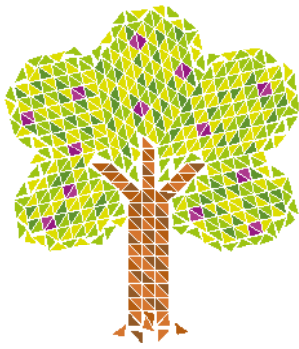
- What struck people from the reading?
- What did you spot as you each imagined yourselves within the story, particularly in the roles of Ruth, Boaz, or his workers?
- How might this encourage you to walk with God in your workplace?

**Pray** for each other using the insights that have come from the study of Ruth and Boaz.

▶ PRAYER  
PAGE 17

### Journeying on

- Watch *Sarah's Story* on the TW app/web, noting the ways in which her work reflects God's nature
- Watch *Sheona's Story* on the TW app/web and think about the ways God prepared her for a crisis in her workplace
- Dig deeper into workplace theology with Tim Keller and Katherine Leary Alsdorf's book *Every Good Endeavour*



# How can we flourish at work?

▶ BASED ON THE FULL *TRANSFORMING WORK* SESSION 3, LEADERS GUIDE PAGES 19-21

It's tempting to derive our sense of purpose and meaning from a fulfilling or 'respected' job, or to be demotivated by one that falls short of our hopes and dreams. But by focusing on our identity as children of God, we can gain a fresh perspective and an integrated life that helps us flourish, grounded in God in every context, including work.

## WEEK 5

**Write** down how you would describe the role of a Christian at work, together as a CWG. ▶ **CORE CONTENT PAGE 20**

**Watch** *How can I Flourish at Work?*

**Discuss** how being a son or daughter of God at work might change the role description you wrote down earlier. In Colossians and Ephesians Paul encourages us to think of God as our ultimate 'boss'. How does our understanding of our identity as sons and daughters of God affect:

- our view of God as our 'boss'?
- how we respond to our workplace boss?
- our sense of kingdom purpose at work?
- how we respond when things go wrong?
- how we view jobs that aren't ideal?
- how we use authority we've been given?

How does this identity change your understanding of yourselves as a group of Christians within your organisation?

**Extra activity** ▶ **HANDOUTS ON PAGES 50 & 51**

If your group is happy to share on a personal level, have each person take away the questionnaires on pages 50 and 51, to fill out page 50 by themselves and with page 51 filled in by a friend who knows them well. At the next group meeting (or this one if you give the sheets out ahead of time!) share your insights, and discuss healthy working as children of God.

**Pray** for the insights each person has shared.

## WEEK 6

Working contexts in the Bible can speak to our own workplaces. In this case, Joseph works in many different environments. ▶ **BIBLE THROUGH WORKERS EYES PAGE 20**  
▶ **IN APP/WEB SESSION 3 > SESSION PREP**

As background, the leader can listen to the audio intro *Bible Through Worker's Eyes: Joseph*.

**Read** Genesis 39-45. Give one chapter to each person to read and ask them to share the story and their thoughts on that chapter with the group.

**Discuss** ▶ **ADDITIONAL QUESTIONS ON PAGE 20**

- What struck people from the reading?
- What connections do you make with your own working lives?
- How did Joseph use his God-given skills and gifts in various roles? What opportunities do you see to use your own abilities?
- What workplace temptations and setbacks did Joseph face? How did he handle them? What can we learn from his approach?

**Pray** for each other using the insights from the study of Joseph's working life.

### Journeying on

- Watch the interview with Paul Valler *Living an Integrated Life*, on the TW app/web
- Read Paul Valler's book *Get a Life*
- Explore your working habits using *Managing Stress* by Adrian Miles



# How can we influence our workplace culture?

▶ BASED ON THE FULL *TRANSFORMING WORK* SESSION 4, LEADERS GUIDE PAGES 23-25

One description of culture is 'the way we do things around here'. But beneath that outward expression is a set of core beliefs and values. We can be attentive to the values driving our workplace culture and, through prayer and action, influence the way things are done.

## WEEK 7

**Write and Discuss** ▶ HANDOUTS ON PAGES 54 & 55

1. Discuss in pairs: If your workplace were an animal or car, what would it be and why? Share each pair's answer with the group. CORE CONTENT PAGE 24
2. Now reflect individually: What about your workplace brings you joy or helps you flourish? What frustrates you or makes you angry?
3. Reflect as a group: What do your answers to 1 and 2 indicate about your workplace's values?

**Watch** *How Can I Influence the Culture of my Workplace?*

## Write and Discuss

4. Place the features of your workplace identified in questions 1 and 2 on two lists: those aligned with biblical values, and those which cut across biblical values.  
Examples of biblical values: serving others, valuing people, truth telling, showing love, working with righteousness, demonstrating justice, giving joy, or making peace.
5. Make two lists of 'one-degree shifts' (small practical steps) that you could act on: steps to reinforce the good values, and steps to improve poor ones.
6. How might the group as a whole influence your organisation?
7. What can each person change in their own team? How can the group support them?

**Watch** *Chris's Story*.

Looking at how Chris approached the issue, why do you think he was ultimately successful?

## WEEK 8

As background, the leader can listen to the audio intro IN APP/WEB SESSION 4 > SESSION PREP  
*Bible Through Worker's Eyes: Jehoshaphat*.

After Solomon's reign, Israel split in two: Israel in the North and Judah in the South. Each was ruled by a succession of kings, some true to God, others rebelliously self-serving. BIBLE THROUGH WORKERS EYES PAGE 24

Jehoshaphat was king of Judah, which was vulnerable to invasion from Israel, and from its hostile neighbours. He addressed the security of Israel, but also sought to influence its culture for the better. We aren't kings like Jehoshaphat, but we can all influence the culture of our workplaces, even if it's just in our corner.

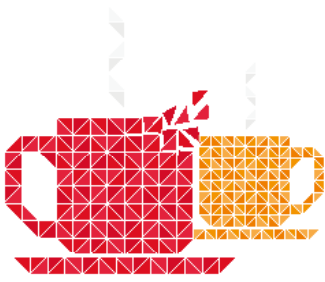
**Read** 2 Chronicles 17-20.

**Discuss** ▶ ADDITIONAL QUESTIONS ON PAGE 24

- What struck the group from the reading?
- How did Jehoshaphat go about changing the culture for the better?
- What was Jehoshaphat's first responsibility when he took over, and what did he do?
- What core beliefs and values shaped Jehoshaphat's actions?

## Journeying on

- Watch the interview *Counter-Cultural Working* with Jago Wynne, on the TW app/web
- Read *William's Story*, on TW app/web
- Read the book *Culture Making* by Andy Crouch



# How can we improve relationships at work?

▶ BASED ON THE FULL *TRANSFORMING WORK* SESSION 5, LEADERS GUIDE PAGES 26-29

We cannot get things done without relationships. But more than that, God designed us to work together: relational working is deeply biblical. Yet when problems arise, we can be quick to look for pragmatic solutions, without considering possible relational roots. Instead, by thinking relationally, we can often find godly, loving, and more effective solutions.

## WEEK 9 *NOTE: Both weeks can also be done together.*

**Read** Mark 12:29-31.

**Discuss**, thinking relationally:

▶ CORE CONTENT PAGE 27

- What do the 'greatest commandments' tell us about God's heart for relationships at work?
- Are there any issues in your workplace that could have a relational root?

**Write** – How are your workplace relationships?

1. **Who do you relate to at work?** ▶ HANDOUTS ON PAGES 57 & 58  
Write a list of your significant workplace relationships.
2. **How healthy are those relationships?** Rate the quality of each as 'good,' 'ok,' or 'not good' based on your transparency with each other, time you both give to each other, and trust – goodwill and support – on both sides.
3. **Why do you think they are like that?** Discuss in pairs what makes the good relationships work well, and what causes the others to be poor. Make a list of 'relationship enhancers' and 'relationship harmers'.

**Watch** *How Can I Improve Relationships at Work?*

**Discuss** the group's relationships with one another. Jesus encouraged his disciples to love one another, 'By this everyone will know that you are my disciples' (John 13:35).

- How does the love we show each other help others to see something of Jesus?
- Do our individual relationships help or hinder our witness as a group?

## WEEK 10

**Discuss** where you got to last time, and ask everyone if they have seen God at work in their work relationships since you last met.

▶ CORE CONTENT PAGE 27

**Review** your previous answers (from week 9).

- Did the video and discussion ▶ HANDOUTS ON PAGES 57 & 58 from week 9 give you any ideas for improving relationships at work?
- Write down some specific actions you could take to make a real difference.

**Watch** *Laura's Story*.

**Discuss**

- How might the group as a whole promote good relationships within your organisation?
- How might you support each other in your different teams?

**Pray** for each other and your teams.

### Journeying on

- Watch *Mel's Story* on the TW app/web, looking out for what she brings to workplace relationships
- Watch *John's Story (1)*, on TW app/web
- Read *The Relational Manager* by Michael Schluter and David John Lee





# How can we share our faith at work?

▶ BASED ON THE FULL *TRANSFORMING WORK* SESSION 6, LEADERS GUIDE PAGES 31-33

We often feel guilty about our perceived lack of evangelism. However we only 'count' times when we directly share the gospel, but there are many steps along the way. And every workplace is different. At some, personal relationships are easy to develop, while others are hostile environments. We can get bogged down by the hurdles we see, the questions we fear, or our own worries. However, we know God wants people to know him, so this session focuses on people, not problems.

## WEEK 11

**Review and pray** for the work relationships you identified last week. Prayerfully consider who God might want to bring closer to himself.

▶ CORE  
CONTENT  
PAGE 32

**Write** – Pick one person God is laying on your heart at this time.

▶ HANDOUT  
ON PAGE 60

- How would you describe this person generally?
- What can you see is important to this person?
- What do you think they believe about God?
- What is your relationship with them like?

**Watch** *How Can I Share my Faith at Work?*

**Discuss** how these ideas might play out in your workplace context.

- Where do you think the person you identified earlier is on their spiritual journey? What sort of interaction would be appropriate at this point?
- From your answers in the first section, what initiatives could deepen your relationship? (Ideas from the previous weeks could help.)
- What are the 'high opportunity moments' in the rhythm of your workplace?
- What can your group do together to communicate God's love?  
Examples: offer to support staff in need, host a celebration open to all at Christmas. There are more ideas on [transformworkuk.org](http://transformworkuk.org).
- What kind of gospel perspectives could work well for your context?
- How can you provide 'pathways forward' to help your colleague on their spiritual journey?

**Watch** – It may not be appropriate to speak directly about your faith during your day-to-day work. If so, watch *Neil's Stories*, and discuss what would be acceptable.

▶ IN APP/WEB  
SESSION 6 >  
SESSION PREP

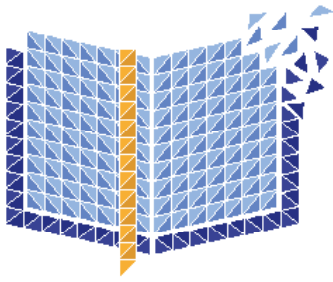
**Pray** together over these various ideas.

**Write** – Possible next steps:

- Are there insights from your prayer time?
- How could you get to know this person better?
- Who might commit to pray for them with you?
- What ways could you bless them practically?
- What might prepare you for opportunities?
- Write one thing you commit to doing next.

### Journeying on

- Pray for your colleagues using LICC's prayer journey *Pray for Life* (search YouVersion or LICC's website)
- Watch stories of sharing faith: *Victor's Story (1)*; *Jeremy's Story*; *John's Story (2)*; and *Wayne's Story*, on the TW app/web
- Read Tim Keller's book *Prodigal God*
- Read the Evangelical Alliance booklet *Speak Up – The Law and your Gospel Freedoms*
- Use *Uncover* with curious colleagues, found at [uncover.org.uk](http://uncover.org.uk) from UCCF
- Read *Workplace Grace* by Bill Peel and Walt Larrimore



# How can we tackle workplace issues with biblical principles?

▶ BASED ON THE FULL *TRANSFORMING WORK* SESSION 7, LEADERS GUIDE PAGES 35-37

In this series, we've looked at a range of ways we can bring biblical wisdom to bear on the opportunities and challenges we face at work. This session is a chance to put what we've learnt into practice.

## WEEK 12

**Review** together the ways we can work with a biblical perspective, covered in TW so far: valuing good work, seeing what God is doing, working as God's children, discerning values and influencing culture, working relationally, and witnessing at work.

▶ CORE  
CONTENT  
PAGE 36

**Choose to continue** in one of two ways:

- If your group feels confident sharing real-life work issues, skip 'Watch' and go to 'Discuss'
- If it is not appropriate to share workplace issues in your CWG, use the video case study in 'Watch' to practice what you've learned.

**Watch** *How Can I Tackle Workplace Issues With Biblical Principles?* Take 5 min at each pause to discuss using the questions under 'Discuss.'

**Discuss** – In pairs, share your own 'live issues' and work through them as case studies, exploring creative solutions. Encourage everyone to revisit their questions and issues from earlier weeks. Discuss for 10-15 min, then feed back to the group.

Keep the following questions mind as you talk:

- Which of the 6Ms might be at play here?
- What do you think is the core of the issue underlying this problem?
- Is there a relational aspect to the issue?
- Can you discern the issue's underlying values?
- How might you pray in this circumstance?
- What biblical principles might be particularly relevant here?

## WEEK 13

As background, the leader can listen to the audio intro *Bible Through Worker's Eyes: 1 Peter*.

▶ IN APP/WEB  
SESSION 7 >  
SESSION PREP

Peter refers to his audience as 'exiles'; they were living out their Christian faith in a largely pagan culture. They faced opposition, as we face challenges to our faith at work.

▶ BIBLE THROUGH  
WORKERS EYES  
PAGE 36

**Read** 1 Peter 2:4-25.

### Discuss

- Verses 11-21 give advice on being a Christian. What do the preceding verses say about why we might want to do this?
- Looking at Peter's advice on godly living in pagan society, what parallels can you see with your own context?
- What do you think of Peter's view of 'earthly authority' as it applies to your workplace?
- How might the advice on enduring unjust punishment play into the modern workplace? have you experienced/dealt with that?

**Watch** *Introduction to the Prayer of Examen*.

**Pray** the Prayer of Examen for working Christians – a simple way to reflect with God on your working day.

▶ HANDOUT  
ON PAGE 82

### Journeying on

- Listen to the *Ten at Work* podcast on the TW app/web, or read the book
- Use the Prayer of Examen each week



# How can we remain fruitful over the long-term?

▶ BASED ON THE FULL *TRANSFORMING WORK* SESSION 8, LEADERS GUIDE PAGES 39-41

*Transforming Work* aims to give people both a vision and practical approaches for being fruitful at work. As it comes to an end, reflect on what you have learnt and establish together how you might continue to grow.

## WEEK 14

**Write** down your commitments and goals for the coming year.

▶ **HANDOUT  
IN APP/WEB  
SESSION 8**

- What are the main three things you will take away and put into practice for yourself?
- What has God been teaching you through your work over the whole year?
- Were there any significant moments when you saw God at work?

**Watch** *How Can I Remain Fruitful Over the Long-term?*

▶ **CORE  
CONTENT  
PAGE 40**

**Review** and reflect together on how God has been working in your lives over this study. As you hear from each other, acknowledge and celebrate the changes you've experienced.

- In light of what God has been teaching each of you, what has changed in you over this time?
- What you have noticed as individuals? ...as a group as a whole?
- What will establish the contribution of your CWG to your workplace in the long-term? e.g. a recruitment program, aims that show concern for your organisation's needs?

**Pray** – Offer your commitments to God in prayer.

### Journeying on

- Watch *Victor's Story (2)* on keeping spiritually healthy, on the TW app/web
- Delve into TWUK's *Starting a Christian Workplace Group* to build a CWG that will have lasting impact

## WEEK 15

As background, the leader can listen to the audio intro

▶ **IN APP/WEB  
SESSION 8 >  
SESSION PREP**

*Bible Through Worker's Eyes: Hebrews*

The book of Hebrews encourages us to press on. Its original audience had successfully faced opposition in the past, but their confidence had seeped away. They needed a reminder. The previous chapter lists Old Testament 'faith heroes' who stood fast in the face of suffering.

**Read** Hebrews 12:1-13

▶ **BIBLE THROUGH  
WORKERS EYES  
PAGE 40**

### Discuss

- Do you have any modern-day 'faith heroes'? Is there anyone in a workplace context who is a true witness in what they say and do?
- Is there anything 'entangling' you as you run the race? What would it mean to 'throw it off'?
- Are you facing any hardships? Can you see how they might produce a 'harvest of righteousness' long-term? How do you need to respond for that to happen?
- How could we help each other run the race so that injuries don't become disabilities, but heal?

**Commission** your members together. Many people have never been commissioned prayerfully for the work they do, so this may be a very meaningful moment.

▶ **PRAYER  
PAGE 41**

Pray for each person's goals and actions (written last week) and perhaps add something symbolic like washing hands to represent righteous working, or anointing with oil to represent working in God's strength.

Use the words of Psalm 90:17 as a group prayer.