

BIBLICAL PRINCIPLES *for* LEADERSHIP AT WORK

FACILITATOR GUIDE



workmatters[®]

**“ Whatever you do,
work at it with all your
heart, as working for
the Lord, not for human
masters, since you know
that you will receive
an inheritance from
the Lord as a reward.
It is the Lord Christ
you are serving. ”**

—Colossians 3:23-24

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Vision for Each Study

Workmatters' mission is to **help people pursue God's purpose for their work**. Workmatters Studies are designed to be a very accessible and easy way to explore what that means in community with coworkers and/or friends. The richest insights come from the **small group discussions**. This document serves to address the common questions we hear from facilitators. We want you to be equipped to move forward with confidence.

Our prayer is that each group that uses these studies is a safe place to share, explore, learn and grow as Christian leaders in the workplace so more people can be a light for Christ transforming workplaces around the world. We envision a world in which living out your faith at work is commonplace and more people experience the joy of bringing their whole selves to work.

Given that vision, each group has its own needs based on the people who participate. Please use this guide as a resource to support you in creating the most successful study you can for both you and those who participate with you.

Your work matters!

How to Launch

Workmatters wants to help you influence lives in your workplace through our Workmatters Studies. The basics below are designed to take you through the steps to create a successful study. We recommend that you begin with prayer followed by a simple, structured approach to ensure everyone has a good experience.

We are excited about how God will work in and through you and your participants, and the difference you'll see as you are equipped to pursue God's purpose for your work! **For more information, go to workmatters.org or email us at info@workmatters.org.**

FORMAT

- Studies vary in length from **8 to 12 sessions**. They can be scheduled weekly, every other week or monthly. We highly recommend that you communicate with participants and find ways to keep them engaged between meetings. This is even more important if you meet less frequently than once a week.
- The Studies are designed to give you the flexibility for 30-minute or 60-minute meetings. Each guide has instructions letting you know where to stop and where to pick up again if you are limited on time.
- We recommend that these meetings be scheduled during the **lunch hour** or in the **morning** prior to the start of the workday so they do not interfere with work hours, family time, or other church and community commitments.
- If your group wants to stay together, we invite you to **check out our other Workmatters Studies**. You can visit our website or email us at info@workmatters.org for other resource recommendations.

LOCATION/TIME

- We highly recommend these studies be **held in the workplace**, if possible, since that is where the greatest impact will take place.
- When using **company meeting space**, reserve a conference room to ensure availability, and make arrangements for outside participants to gain entry, if necessary.
- If circumstances require that you meet elsewhere, there are typically many options for **no-cost or low-cost meeting space** including churches, restaurants, coffee shops, libraries, banks and book shops, depending on your area.

COST

- Study guides can be purchased through the **Workmatters website**. Studies are offered in both print and digital (PDF) formats for \$15 and \$9 respectively.
- **Video-based studies** are offered free and available through the Workmatters website by creating an account.
- **Workmatters is a 501(c)(3) nonprofit organization**. Donations help us develop new content and expand our reach so more people around the world can learn how to pursue God’s purpose for their work. All donations are deeply appreciated.

FACILITATORS

- **Keep it simple**. You’ll be amazed at how much you and your group members learn as you simply discuss your answers and insights!
- **Want a little extra support?** Schedule a conference call with a member of the Workmatters team. Contact us to set up a time at info@workmatters.org.
- **Use the buddy system**. We recommend **two facilitators**. The benefits are that participants get **two different perspectives**, and the work of the facilitators is divided to **make it easier** for everyone.
- **Mentoring Opportunity**. Consider choosing one young professional (between 21 and 35 years of age) and one experienced professional (35+) as facilitators. When you do, you create the additional opportunity for **basic mentoring** between the two facilitators.

PARTICIPANTS

- **Small groups**. Groups can be as small as 3 or 4 people. If you have more than 15 people interested, consider splitting the group into two smaller groups. This will help to make sure everyone has a chance to participate.
- **Single gender or co-ed groups**. Decide upfront if your group will be all men, all women or co-ed. Some groups start as co-ed and then switch to separate men’s and women’s groups. Base your decision on what is best for your organization, participants and goals.
- **Connect early and often**. We recommend you use a **simple spreadsheet** to capture the names, email addresses and companies (if the study is open) of your participants as they indicate interest. Be sure they have dates, time and location as well as the link for purchasing the guide. Then **stay connected through weekly emails**, regardless of how frequently you meet.

STARTING A SMALL GROUP

IN YOUR COMPANY

If you are doing a study at your company, familiarize yourself with HR policies as much as you can so you are better able to explain how doing a study aligns with policies and company values. Determine if you need approval to do a study on company property during lunch or outside of regular working hours.

Once approved, here are some questions to ask up-front:

- May I use my company email to invite people? If so, do I need to restrict the list to individuals I know, or can I send an email to a larger group?
- May I place flyers around the office? If so, what places are acceptable for posting?
- May we invite people from other companies into our building, or does this need to be for employees only?
- May I use the company name and my work title when referring to our group in emails and social media?

Whether you need approval or not, here are some important considerations:

- Respect company policies regarding mass emails and posted announcements.
- Get permission if needed.
- Have the PDF sample (available to download from the Workmatters website) of the study you plan to do available to share with HR representatives.
- Remember that this study is written to help you grow and improve as a leader, employee and team member at work. Make sure you communicate this to management and that your invitations emphasize this.
- Invite people you know and work with. Don't limit yourself to people who you think will say yes. You may be surprised at who is interested in participating.
- Use your network. Ask those you know to extend the invitation to the people they work with.
- When people sign up to participate, ask them to invite their coworkers.

ASKING PERMISSION

If your company requires that you get permission to hold a gathering over lunch, or you simply want to be upfront about what you're doing, here is a simple email you can customize.

To: Senior Leadership

I am interested in pursuing professional and leadership development with a small group of coworkers. I plan to use Workmatters Studies because they are designed to equip people in the workplace to apply biblical principles to their leadership growth. These studies are 100% related to work and 100% faith-based, have a proven track record since 2012, and have been used by people in over 400 companies across the U.S. and around the world.

My plan is to extend the invitation to join to people I know. All are welcome and participation is completely voluntary. Each person would be responsible for purchasing their own study guide. We plan to meet during the lunch hour and ensure that our meeting time does not interfere with job responsibilities.

This is an investment in the leadership growth of team members. The studies, which focus on things like integrity, influence and loving one another, align with our corporate values and support our ability to bring our whole selves to work. I also anticipate that doing these studies together will enhance our working relationship and ability to work as a team.

Please let me know if you have any questions. I would like your permission to go ahead and plan a study starting [DATE] in the [CONFERENCE ROOM].

Thank you for your consideration.

IN YOUR BUSINESS COMMUNITY OR CHURCH

If you are doing an open study in your business community, here are some additional ideas for reaching new people.

- **Use social media.** Post an invitation to the study on Facebook, LinkedIn and Twitter.
- Ask people you know to **share the invitation** with their friends and coworkers.
- **Ask churches** in the area if they would be open to helping you spread the word.
- **Post an announcement on bulletin boards** in local coffee shops, grocery stores and other places that provide community bulletin boards.

INVITING PEOPLE TO YOUR STUDY

To make it easy for you, we've created simple draft invitation copy you can use and personalize. Here are the key elements of an invitation:

- **A description of the study.** Be sure to emphasize that this is a leadership study that will help them improve in their work.
- The study **start date and duration, location, day and time.**
- The cost and the **link to purchase the guide.**
- **How they can sign up** - either by emailing you or through a registration tool like EventBrite. Include the link.
- Make sure people know **how to reach you** if they have questions.

You will want to personalize your invitations. The following are sample email invitations tailored for each study.

INVITATION | HONOR OTHERS WITH LOVE

We are starting a Workmatters Study, ***Honor Others With Love***. This study is designed to equip you with practical biblical leadership principles that will help you pursue God's purpose for your work while you identify ways to make deeper connections with others through the work you do. You'll also learn how you can honor and glorify God through your work each day.

You can use this link to purchase your guide: shop.workmatters.org

COST: \$15 for the printed guide; \$9 for a digital guide (PDF)

DATE: [DAY], [START DATE] for 10 sessions

TIME: [START TIME] – [END TIME]

LOCATION: [ADDRESS/ROOM], [CITY, STATE]

Questions? Send me an email and I'll get back to you as quickly as possible.

INVITATION | RAISE THE BAR ON INTEGRITY

We are starting a Workmatters Study, ***Raise the Bar on Integrity***. This study is designed to equip you with practical biblical leadership principles that will help you pursue God's purpose for your work. You will also learn ways to raise the bar on integrity in your work.

You can use this link to purchase your guide: shop.workmatters.org

COST: \$15 for the printed guide; \$9 for a digital guide (PDF)

DATE: [DAY], [START DATE] for 10 sessions

TIME: [START TIME] – [END TIME]

LOCATION: [ADDRESS/ROOM], [CITY, STATE]

Questions? Send me an email and I'll get back to you as quickly as possible.

INVITATION | LEAD COURAGEOUSLY

We are starting a Workmatters Study, ***Lead Courageously***. This study is designed to equip you with practical biblical leadership principles that will help you pursue God's purpose for your work. You'll learn how to recognize and answer God's calling in your work and overcome obstacles with courage.

You can use this link to purchase your guide: shop.workmatters.org

COST: \$15 for the printed guide; \$9 for a digital guide (PDF)

DATE: [DAY], [START DATE] for 12 sessions

TIME: [START TIME] – [END TIME]

LOCATION: [ADDRESS/ROOM], [CITY, STATE]

Questions? Send me an email and I'll get back to you as quickly as possible.

INVITATION | MAXIMIZE YOUR INFLUENCE

We are starting a Workmatters Study, **Maximize Your Influence**. This study is designed to equip you with practical biblical leadership principles that will help you pursue God's purpose for your work. You'll learn how you can expand and increase your positive influence at work.

You can use this link to purchase your guide: shop.workmatters.org

COST: \$15 for the printed guide; \$9 for a digital guide (PDF)

DATE: [DAY], [START DATE] for 8 sessions

TIME: [START TIME] – [END TIME]

LOCATION: [ADDRESS/ROOM], [CITY, STATE]

Questions? Send me an email and I'll get back to you as quickly as possible.

WELCOME EMAIL | SAMPLE

We recommend that you send a "Welcome" email when someone registers for your study to confirm their participation and make it easy for them to get their guide. Here is an example for **Honor Others With Love**. You'll want to adjust the copy based on the study you're doing.

I am very excited that you will be joining us for the Workmatters Study, **Honor Others With Love!** I look forward to watching how God uses this study to help us all strengthen our Love Balance at work. I want to make sure you have everything you need.

Here are the details for our meetings:

COST: \$15 for the printed guide; \$9 for a digital guide (PDF)

DATE: [DAY], [START DATE] for 10 weeks

TIME: [START TIME] – [END TIME]

LOCATION: [ADDRESS/ROOM], [CITY, STATE]

Be sure to purchase your guide before we start using this link: shop.workmatters.org

You'll want to read the first week's content and complete the "Your Love Balance Sheet" exercise before we meet.

There's still room so feel free to invite a friend or coworker. Let me know if you have any questions.

How to Lead

These studies are **written specifically for a workplace audience**. While there are a few “strict” guidelines (confidentiality, respect for each person, a safe place to share and discuss, the Bible as the source of truth), we encourage you to adapt the study to your needs. These studies are not meant to be formal training, but rather informal and rich discussions that allow everyone in the group to grow as leaders of faith.

“STRICT” GUIDELINES

CREATE A SAFE SPACE

Participants in these studies should experience Christ’s love through the group interaction. To accomplish this please:

- Ask that people maintain the **confidentiality** of the group. People should also respect the confidentiality of those they mention in their sharing who are outside of the group.
- Encourage everyone to **respect the different perspectives** of people of various denominations and different places in their faith journey.
- **Refrain from judgment** of any kind.

RESPECT GOD’S WORD AS TRUTH

- We believe that **the Bible is the true and indisputable Word of God**. We have made our best effort to ensure these studies are biblically sound.
- If you or others struggle with any of the stories or verses, or you simply want to go deeper, here are a couple of tools we recommend:
 - Take the **context** into account. Read the whole story and consider who is involved as well as the intended audience for the writing.
 - Look at **different translations** (tools like YouVersion for mobile devices and BibleGateway.com make it easy to switch between different translations).
 - Use **study Bibles and commentaries** (the NIV Life Application Study Bible and The MacArthur Bible Commentary are both tools we would recommend).

TIPS FOR USING THE MATERIAL

- Choose specific content you want to call out. **Do not read all of the material out loud.**
- Review the **Facilitator Notes**. Instructions designed to help you with facilitation as you go along are placed in the sidebar area titled Facilitator Notes.
- Do **encourage discussion**. This is where most people get the greatest value.
- Save at least a few minutes before you have to end to **talk about lessons learned**. Everyone should choose one lesson to apply in the days following so that you can all see immediate growth.
- If someone joins you before they have a chance to get their study guide, provide them with the **sample PDF** which includes content for the first couple of weeks. Download all Study samples from the Workmatters website.

BASIC GUIDELINES

If you're a first-time facilitator of this study, here are some helpful tips:

- **Know the material.** Spend some time reading the background provided on the leader's story and read through all of the course materials (i.e., the Guide, and all scripture references). You'll gain insights that will help you add richness to the sessions.
- **Establish your goal from the beginning** to learn principles from the leaders that you can apply to your lives. Look for opportunities to draw the discussion back to modern examples and how the principles apply to the here-and-now.
- **Practice what you teach.** Apply what you learn and spend time in prayer. It will support your ability to guide the discussion, and contribute observations from your experiences.
- **Pay attention to participants.** Listen and watch for signals that help you understand and connect with the participants so you can see if someone needs help, or if someone needs to be more engaged.
- **Stick to your time-frame.** It's important to keep the discussions focused and on point. It's your job to keep the study running on schedule for each session.
- **Tie it back to work.** Know how to directly connect the content to the participants' related job field(s). This will help you better guide their learning experiences.
- **Include personal touches.** Use the concepts in the study to draw upon your own ideas and experiences as a form of testimonial. This will help you more personally relate to the participants and connect your ideas to their experiences.

THEMES

- **Leadership Principles.** Each session includes time to talk about lessons, or leadership principles, gleaned from your discussion. **This is a central and critical element of the study!** A list of possible leadership principles for each session is included in the back of the guide for your reference. As you prepare for each session, make sure to look ahead at these principles. At the end of the study, we recommend that you organize **a one-page list that highlights the top 20 to 25 key principles the group identified** as a take-away for your group. You can obtain a Leadership Principles template on the Workmatters website: **[Workmatters.org/studies](https://www.workmatters.org/studies)**.
- **Application Activity.** This is also **a critical element** of each study. This activity encourages participants to choose one lesson and apply it to their own work and lives. Participants should **write out at least one action step** they will take to practice that lesson, or leadership principle, to grow as a leader at work.
- **Accountability Partner.** We recommend that participants find and meet with an accountability partner. This can be someone in the study with whom they form a good connection. The purpose is to share with one other person goals, insights, challenges and commitments from the study, and support each other in their efforts to grow. As facilitators, you should hold each other accountable and model this for others.
- **Celebration.** Encourage participants to commit to attending the last session. You'll have an opportunity to review the progress you've all made and the opportunity to share all that God has done in your hearts and lives through the study. It is also a time for celebrating and discussing what you might want to do next. **Please take some pictures and share them with us!** We love to post pictures of groups who have done these studies, provided your participants are ok with it. Thank you!

FACILITATOR PREPARATION

Here are things you can do to ensure everyone gets the most out of this study.

BEFORE STARTING THE STUDY:

- Pray for wisdom, insight and understanding.

BEFORE EACH SESSION:

- Read the material with its corresponding scriptures and answer the questions. Make notes of anything that stands out to you along with insights you gain.
- Read the recommended additional scriptures.
- Review the examples and look for marketplace examples in the news or in your own personal experience as you can.

BEFORE/AFTER EACH MEETING:

- Pray for God's guidance as you lead the study and pray for the participants.
- Reread the lesson and review your answers to the questions, noting any new insights.
- Review the lesson with your co-facilitator, if you have one. Pray together for the meeting.
- Send out an email reminder to all participants on the study time and location at least two working days before your first meeting.
- Send a brief email after each session with:
 - Recap of the lessons learned.
 - The Next Steps study activities.
 - Brief highlights of scriptures or inspiration that may have been shared.
 - Any other important information.

KEEPING PARTICIPANTS ENGAGED

All groups face the challenge of keeping participants engaged. Work demands can make it challenging. Travel schedules can get in the way of the best of intentions. There may be holidays or vacations that occur. Prepare for these challenges ahead of time. Here are some lessons right from our biblical leaders ...

- 1. Pray.** Pray for people's schedules. Pray for direction from the Holy Spirit. And ask God what He wants to do in and through you and the group. He may surprise you.
- 2. Look at what you CAN do.** Consider what's important to your participants based on the expectations they shared in session 1 and what you've learned. Find a way to connect through those priorities.
- 3. Communicate.** Email or call those who miss meetings to check in. Schedule time to meet participants for coffee and share some of the insights they may have missed.
- 4. Encourage.** Share encouraging success stories or excerpts from a devotional that are relevant and reinforce the leadership principles in an additional email.
- 5. Let go and let God.** Sometimes we simply need to let go of having it look a certain way. If you started with 12 participants and only have seven or eight coming regularly, focus on who is there rather than who's missing. Be grateful for the ones who show up each week.
- 6. Stay committed.** Don't get discouraged. Don't give up. If you need to take a break and regroup, do it, but make a plan to start again. This type of work is critical, but it goes against the cultural norms. It's going to take effort and persistence to bring about change.

BUILD RELATIONSHIPS

To keep participant's engaged we recommend building relationships outside of the study. This will motivate participants to stay committed to attending.

- We recommend each facilitator chooses a few people to connect with over coffee or lunch.
- You can also stay connected by touching base over email, or a brief phone call.

SEND ENCOURAGEMENT

We recommend sending a weekly word of encouragement over email or a Facebook group, if you create one for your participants.

- Choose from a wealth of Workplace Scriptures on the Workmatters Resources page.
- Send an inspirational quote or verse from a devotional you are reading.

APPLICATION ACTIVITIES

Workmatters designed these studies with the goal to truly equip every participant to live their faith at work. To accomplish this, every study has a simple application activity designed to help you apply what you learn right away so you experience real-time growth. Here is a brief explanation of the activities for each study.

APPLICATION ACTIVITY | HONOR OTHERS WITH LOVE

The **Love Balance Sheet** is designed to create awareness of areas in which participants have opportunities to grow in bringing love into their work. Make sure people understand that this is not a test. Nor do they have to share their results with anyone. The point is to help you to gain insight into where you can be more intentional about loving God and loving others through your work. Encourage participants to complete the **Love Balance Sheet** before they attend Session 1, if possible.

In each session, everyone should choose at least one of the leadership principles you gain from your discussion as a tool to support you in increasing your **Love Balance**. When you are intentional about your growth, you'll see some amazing results during the study that you don't want to miss.

APPLICATION ACTIVITY | RAISE THE BAR ON INTEGRITY

The **What's Your IQ?** assessment is designed to help people think more broadly about integrity than they might normally. Most people probably think they're doing pretty well on the integrity front. But the truth is that if you're human, you most likely have areas in which you could boost your integrity. Encourage participants to complete the **What's Your IQ?** assessment before they attend Session 1, if possible.

In each session, everyone should choose at least one of the leadership principles you gain from your discussion as a tool to support you in **Boosting Your IQ**. Participants should write out at least one action step they will take to practice that leadership principle and improve their integrity in their work and lives.

APPLICATION ACTIVITY | LEAD COURAGEOUSLY

In this study, the exercise is **“What’s Your Calling?”** This is an opportunity for participants to draw closer to God through prayer. We’re asking them to pray about where God might use them. For some, this might result in a big assignment from God; it did for Nehemiah. For others, the big assignment might be a year or more in the future, and the current assignment might be serving in a supporting role in someone else’s project. It could also be a very personal project (repairing a relationship, for instance).

There is a follow-up discussion in each session. Be diligent in discussing it as it has proven to be an impactful and memorable exercise for participants. It will look different for each person, including you. So keep that in mind as you lead the discussions about it.

APPLICATION ACTIVITY | MAXIMIZE YOUR INFLUENCE

The **Who Do You Influence?** exercise is designed to increase awareness of the people around us each day who are watching us - not spying, but who observe our behavior, hear what we say, or perhaps read what we write in emails. Most of us don’t typically think about who is “listening,” so this should help participants become more conscious of those around them. Encourage participants to complete the **Who Do You Influence?** exercise before they attend Session 1, if possible.

In each session, everyone should choose at least one of the leadership principles you gain from your discussion as a tool to support you in **Increasing Your influence**. This exercise encourages participants to write down their insights regarding their own work and lives. Participants should write out specific insights the Holy Spirit illuminates during the study along with action steps they will take to increase their influence in their work and lives.

FINISHING STRONG

As you approach the last session, keep in mind – this is not the end. We pray that it’s a new beginning for all of you. As each of you integrate your faith into your work, not only will you experience greater peace in the midst of chaos, greater clarity as you seek solutions and victory out of the most difficult challenges, you each also share the light and love of Christ with others and inspire them to seek Him at work.

There are some key things you can offer so all of you can continue to grow from the time invested in this study:

- **Top 20-25 Leadership Principles.** Be sure to hand out a summary of the Leadership Principles for your study to your group. The templates for each study can be found on the Studies page of the Workmatters website.

- **Subscribe to the Workmatters blog.** Our team shares ideas and insights for your faith-and-work journey each week. Visit workmatters.org/resources.
- **Facilitate a future Workmatters Study.** Workmatters has multiple studies to choose from. We would love to support you and answer any questions you have.
- **Share your testimonial.** When people share what they got out of the study in writing or on video, it motivates others to participate in their own faith-and-work journey.
- **Check out Workmatters Videos and audio.** Check out videos of speakers from past events on the **Workmatters YouTube** channel, or listen to over 60 **audio recordings** of past speakers. Visit the Workmatters website for more faith-and-work resources.

As a facilitator, **YOU help to make this impact possible!** We want that impact to be a continuous wave reaching more and more people, and that means we need more people like you. Please be on the lookout for participants who could be strong facilitators. When you notice them, you can:

- Give them the **opportunity to facilitate** one of the meetings so they can get a feel for it.
- Let them know about **the potential you see in them** – it can make a huge difference.

FIND GOD'S PURPOSE AND MEANING!

As you facilitate Workmatters Studies, **let God work through you**, this study and His Word to help each of you be a brighter light for Christ in the workplace! Keep in mind, **support for a successful study does not stop here**. If you have questions or concerns, please contact us at info@workmatters.org. We want to support your efforts so you experience success.

Thank you for helping us reach and equip more people to **pursue God's purpose for their work!**



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