

# Investing in the LICC Work Forum

Envisioning and equipping disciples to be  
confident missionaries in today's workplace

# From LICC's Executive Director

The paid workplace is where Christians in work spend over 40% of their waking lives, have more relationships with non-believers than anywhere else, and have more opportunity to influence the primary drivers of our society than any other place. Despite this extraordinary opportunity for Christian impact and influence, extensive research over the last three decades has confirmed two observations:

- The vast majority of churches of whatever denomination or theological emphasis are failing to enable Christians to live out their lives – Monday through Sunday – as whole-life disciples
- The arena for which church communities are least successful in equipping Christians is the workplace.

Why is this still the case? So much time and talent has been poured into initiatives to serve Christians in the workplace through a whole host of marketplace initiatives, including LICC. Well, it's not that we or others have been unfruitful. But the need is vast. And if there's one conviction that we bring after our years of involvement in workplace ministry it's this:

- We will struggle to gain real traction and see long-term fruitfulness unless we can find a way to envision and equip pastors and those who train them to set workplace engagement firmly within an overall understanding of the church's primary calling – to make disciples for all of life.

This conviction, together with the fruitfulness we've witnessed as we've sought to champion the cause for whole-life disciple-making, shapes the priorities of the LICC Work Forum, its strategy and its fit with LICC's mission. This prospectus outlines the Forum and our immediate need to invest in its set-up to build sustainability around the projects that we're already running and capacity for the longer term.

The need is indeed vast. Our hunger to serve great. And our God is good. I trust that this prospectus will excite you. May the Lord give you insight and wisdom as you consider the possibility of investing in this with us.



Mark Greene  
*Executive Director*

*“The primary action of the church in the world is the action of its members in their daily work.”*

Lesslie Newbigin



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*“Very often it is said the church should go into the spheres but the fact is that the church is already in those spheres in the persons of the laity.”*

World Council of Churches



# LICC's mission

Our desire is to see Christians grow in their capacity to be faithful and fruitful followers of Jesus on the frontlines of their engagement with today's world.

Our calling is to fuel a movement to make whole-life disciple-making central and effective in the church at large.



# Our stakeholders

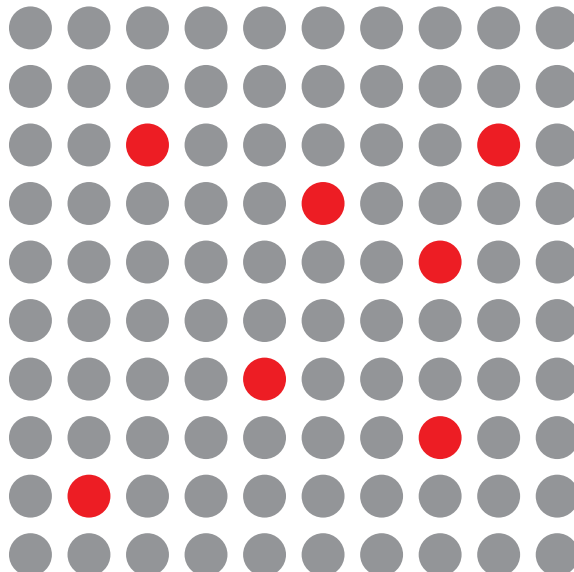
In our planning we are committed to:

- The primary groups we serve – adult Christians and local church leaders
- Our key collaborators – with whom we can grow this movement
- Our investors – in prayer and resourcing
- Our people – staff and Associates

# Our vision for the LICC Work Forum

We want to grow the church's hunger and capacity to equip Christians for whole-life missionary discipleship on the frontline of the workplace in today's world.

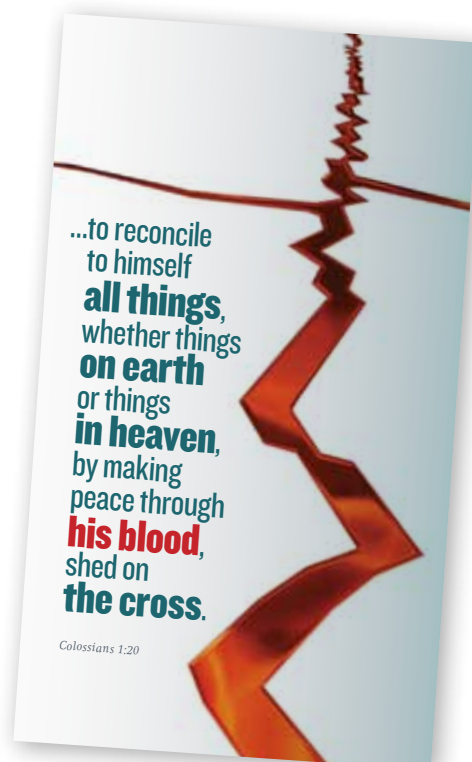
To achieve this vision we want to create a catalytic, agile LICC team with a focused remit and strategic relationships across the church.



# Our strategic framework

Our overarching strategy has been developed out of a core set of observations:

- ◉ 98% of Christians – i.e. those not in paid church work – are not properly envisioned or equipped for their mission in the 95% of their waking time that they aren't involved in church activities.
- ◉ The church's primary mission strategy has been to recruit the people of God to use some of their leisure time to join the missionary initiatives of church-paid workers.
- ◉ This incomplete mission strategy is a consequence of the profound effect of the sacred secular divide.
- ◉ A dual focus on equipping Christians for 'frontline' engagement and enabling churches to cultivate whole-life disciple-making communities is required to develop a comprehensive and sustainable mission strategy in today's world.
- ◉ This is has to be directed by Spirit-filled biblical imagination and engagement together with prophetic insight into contemporary culture and its impact on human flourishing.



# Two Year Plan

The plan for the first two years of the Forum is shaped around

- our long term goals of championing the vision for Christians in the workplace
- enabling churches to develop and sustain a whole-life disciple-making culture that supports Christians on the frontline in their places of work
- developing and distributing wisdom that builds confidence and capacity amongst Christians at work.



## 1. Establish the LICC Forum team

recruit a Director and make an additional appointment within six months.

## 2. Develop existing fruit-bearing projects

to be sustainable for the long term.

- Executive Toolbox
- Existing cadre of Workplace Associates
- 30s at Work – Project with Mission Scotland
- Groups that Work – mapping workplace pioneers

## 3. New joint project with the Imagine team

building 'worker-friendly' churches.

## 4. Multi-level communications strategy

extending impact nationally and internationally.

## 5. Develop key individuals

who are capacity builders.

## 6. Catalytic and capacity building projects

in collaboration with others.

# Indicative Outcomes

- 100 men and women in mid to senior level positions of influence equipped through Executive Toolbox for their frontline
- First collaborative steps in a model to serve workplace Christians in their 20s
- 5 new mentoring groups amongst workers in their 30s – the start of a reproducible model
- Access to learning and best practice from pioneering workplace groups
- First stage learning and initial resources for building 'worker-friendly churches'
- Improved access to resources through the web
- New video-based resources making use of new media
- 50% growth in people reached through digital media

Impact

Reach

Wisdom

Stories

Resources



# For our stakeholders

The LICC Board of Trustees and the LICC Executive Team assume collective responsibility for strategic planning and operational delivery in order to optimise our fruitfulness in the service of our stakeholders.

## **The primary groups we serve – adult Christians and local church leaders**

We will deploy our time, talent and treasure to champion the cause of the Institute and specifically the LICC Work Forum so that greater numbers of Christians and their leaders are aware of their calling and the pathways to grow as missionary disciples on the frontline in the workplace.

## **Our key collaborators – with whom we can grow this movement**

We will work generously with strategic co-labourers in the development and distribution of wisdom that serves our primary groups.

## **Our investors – in prayer and resourcing**

We will be accountable to those who invest in the LICC Work Forum in prayer, expertise and financial support so that all investors are aware of our stewardship of their investment and its impact on the primary groups we serve.

## **Our people – Staff and Associates**

We will manage our people, processes and projects to help each person be and do their best, so that as individuals and teams we add value for the people we serve.



# Our model for the Work Forum

The Forum will work to a set of core principles, draw from the activities that we do best within LICC and seek to develop a healthy resourcing model in order to deliver annually agreed projects and goals.

## Our model will blend:

1. Broadcast goals (addressing the crowds)
2. Focused development of a number of key people who will impact others (wisdom developers and disciple-makers).

## Operating Principles

- Passion for the vision
- Integration - with LICC's mission, values, focus, activities and modus operandi
- Cultivation - of high impact individuals and churches for generational fruitfulness
- Collaboration – with organisations on capacity building projects
- Communication – developing and executing a multi-layered strategy with clear goals that can be tracked over time

## Core Activities

- Training
- Mentoring/coaching
- Consultancy
- Key resource development
- National and local speaking engagements
- Research
- Collaborative projects both internally and externally
- Media, marketing & distribution



## Fuel for the Forum

- Self-sustaining financial model for streams of activity such as training
- Maximise the contribution of product sales, consultancy and speaking fees
- Simplify and extend our donation mechanisms and enable greater numbers of people to invest
- Develop income streams with trusts and foundations whose vision and activities align with ours
- Collaborative relationships with visionary investors wanting to be stakeholders in this enterprise
- Extending our prayer strategy
- Helping our people do their best
- Developing Associates

# The LICC Forum Team

The team will be led by a Director, a *new post* for which we are seeking funding. Within 6 months we are looking to make a second key appointment to the team. The Forum works to an established vision that integrates with LICC's mission. It now needs a credible capacity builder, able to direct and manage people, processes and projects, drawing on his/her own experience and passion to be a disciple in the workplace.

It will be supported administratively through LICC's strong operations team, with the addition of a small amount of capacity – a 0.5 role increase.

It will draw on a range of talent from the wider team e.g. biblical and theological expertise from Antony Billington, Head of Theology; church leadership from Neil Hudson, Director of the Imagine Project.

Creative direction will continue to come from Mark Greene who remains a resident expert in the team and a writer and speaker for the cause.

Responsibility for strategic and operational integration with the wider team and mission will lie with Tracy Cotterell, Chief Operating Officer.

Beyond the staff team, the Forum will draw on a growing team of Associates, further development of the existing model.



# LICC values

Humility	acknowledging the mystery and sovereignty of God
Integrity	learning to live and work in line with our calling
Prayerfulness	seeking God
Hospitality	generosity and a human touch
Simplicity	communicating from depth of understanding
Creativity	stirring the imagination
Collaboration	working for the kingdom not an empire

## LICC modus operandi

We strive to shape our goals and activities around our mission, values and basis of faith. This helps us identify our key stakeholders, our priorities and the way we work.

Our stakeholders will be served through two centres of activity:

**1. Imagine** – serving local and denominational church leaders in the goal of developing church communities with a whole-life disciple-making culture.

**2. The LICC Work Forum** – serving Christians in the workplace and the leaders wanting to support them.

The centres will operate with common cause and a shared theology around whole-life discipleship. Together with a common resource of biblical and cultural expertise, a developing communications strategy and excellent operations staff we seek to operate as agile teams with short and medium term remits.



# Investing in the LICC Work Forum

To launch the Work Forum requires initial investment in two new posts to lead and establish that team, together with a 0.5 role in administrative support and a budget for resource development.

We're seeking an initial investment of £150,000 p.a. for the first two years to establish the Forum, maximise the impact of current opportunities, and set up for longer term operation and fruitfulness.

## The investment will be used to fund:

Salary, pension and NI cost of the Forum Director .....	<b>£53,000</b>
Salary, pension and NI cost of an Assistant Director .....	<b>£48,000</b>
Salary, pension and NI costs of a 0.5 admin role.....	<b>£15,000</b>
Outsourcing costs to release additional time from the current team to be dedicated to the work of the Forum.....	<b>£15,000</b>
Product/resource development .....	<b>£7,000</b>
Contribution to LICC infrastructure costs.....	<b>£12,000</b>
	<b>Total: £150,000</b>

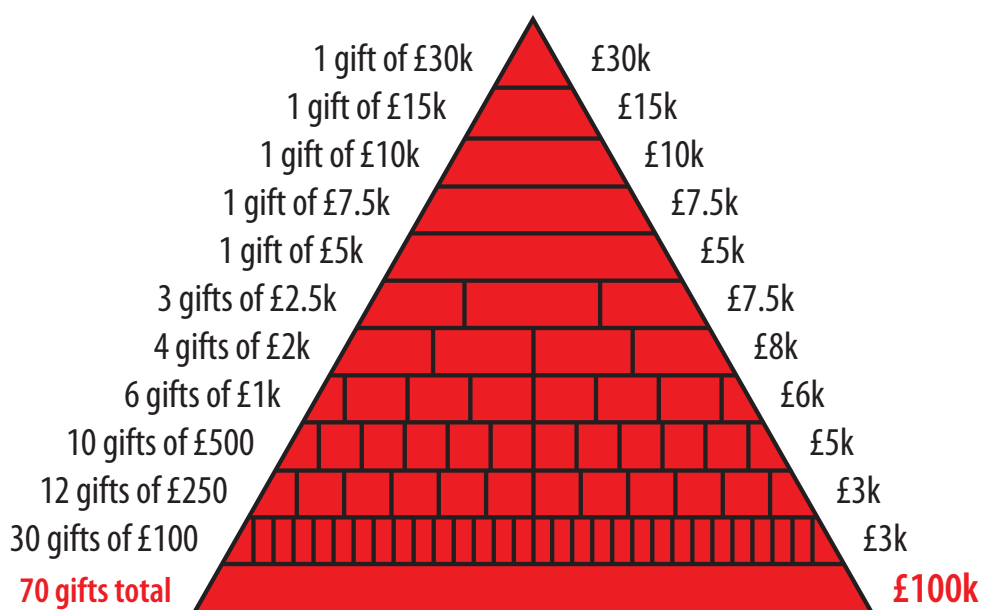
LICC will direct 20% of Mark Greene's time to the work of the Forum. This cost, together with operational and governance costs will continue to be funded separately.

## ***We are currently in receipt of pledges and gifts totalling £200,000 towards the £300,000 cost of the first 2 years.***

This means that we are looking for investment of a further £50,000 p.a. in the next two years in order to fund the start-up of the new Forum – a total of £100k.

Please consider whether you might invest in the Forum to help envision and equip more disciples to be confident missionaries in today's workplace. A response form is included or you can contact us via [brian.ladd@licc.org.uk](mailto:brian.ladd@licc.org.uk)

Thank you.



## Appendix 1:

# LICC Credentials in the Workplace

LICC personnel, in particular Mark Greene, Tim Vickers (LICC 2000-2003) and Peter Heslam (LICC 2000-2004) have been pioneers in the work arena for over twenty years – not only in speaking and writing but in general resource development and putting work on the agenda of the church:

- the Business Studies Group (catalysed by John Stott circa 1970)
- the first video – Vision for Workplace Ministry
- the first DVD home group resource – Christian Life & Work
- the first resource for church leaders – Supporting Christians at Work
- the first resource for students – Transition (with UCCF)
- the first popular level magazine on work – WorkWise
- an innovative collection of prayers – Pocket Prayers for Work
- an innovative executive development programme – 24
- the first dedicated workplace speaker programme\*
- an innovative resource for teachers – Supporting Christians in Education (with the Bible Society)
- the first dedicated book series on work issues (with IVP)
- a four year Capitalism Project, a multi-disciplinary project (with a range of partners in business, finance, NGOs and churches)
- Bands - a contemporary interpretation for the workplace of a Wesleyan disciple-making method (with Cell UK and Being Church in the City)
- The White Swan Formula – a values response to the financial crisis from James Featherby, a Fellow of LICC
- an innovative research programme (with Mission Scotland) – with late 20s/early 30s workers

*\* LICC's 15 Workplace Associates are a cadre of mature men and women with the biblical astuteness, workplace testimony, communication skills and calling to be able to speak, train, research or write to effectively envision and equip other Christians. Many have now written books, spoken at major conferences, travelled overseas, and all are committed to continuing to contribute in this arena.*

*“It’s the contention of many people in Britain, that what Mark Greene is saying to the Church at the moment is as prophetic as perhaps what John Stott said to the Church in the 1980s about listening both to the Word and the world. God is using Mark to speak to the Church in Britain, about our attitude towards lifestyle and witness in the workplace.”*

Dave Richards, Rector, St Paul’s & St George’s Church, Edinburgh

## LICC Today – Leading Innovative Research: Current Projects

In addition to championing the cause through general speaking and writing, the LICC workplace team is involved in eight projects at different stages of development. As far as we are aware, these are not duplicated elsewhere:

**1. Executive Toolbox:** Led by Paul Valler, this high intensity training module offers middle to senior executives the opportunity to explore how they can become agents of organizational transformation. Successfully piloted as '24', it was launched in January 2011. Given its interactive nature this programme should serve not only to inspire and equip delegates but be a source of learning for the team and the identification of new Workplace Associates.

**2. Developing LICC's Workplace Associates:** Currently, LICC gathers the Associates three times a year for an evening of input, idea-sharing and training. However, there is a need to develop the Associates through creating opportunities for training in biblical interpretation and adult learning, as well as a clear opportunity to increase the dissemination of their insights through print and web.

**3. Building Worker-Friendly Churches:** Some churches may occasionally speak on work but very few have found a way to equip and support people on the frontline of work in an ongoing, sustainable way. LICC has sought to network churches but we do not have the capacity to monitor and develop this work in a way that is optimal either for the churches involved or for the dissemination of lessons to the wider church.

**4. 30s at Work:** Mark Greene is working with Mission Scotland and a group of ten people in their thirties to identify the issues they are facing in the workplace and help them to grow in confidence to address those issues and make a transformational impact. Lessons learned are intended for dissemination by Mission Scotland and LICC, and will lead to the development of a transferable 'light' mentoring process. The project is also intended to identify possible speakers and writers to further the cause.

**5. Groups that Work:** David Henderson, a former PwC/IBM consultant is conducting national research on what kinds of groups are being fruitful in the contemporary workplace, including a review of the Bands initiative – a joint LICC/CELL UK/ Being Church in the City initiative.

**6. Impacting Theological Training:** If we don't train the trainers to help Christians on the frontline of work we will never see the transformation of our nation. LICC personnel have offered input on work to a small number of Bible colleges – St Paul's Theological College, Salvation Army, Wycliffe – and there are a small number of others who already cover this area – Belfast Bible College, Moorlands. Similarly, whilst a small number of dioceses have taken some initiatives in this arena the majority of in-service/POT across all denominations do not cover this area. Currently, we have the personnel to meet the teaching demand but we do not have the time to engage with the colleges to create the opportunities.

**7. The Workwise Papers – Going Deeper:** Overall, there is a wide range of introductory material on work but

*“The spiritual life begins – seriously begins – when we get a job and go to work. Work is our spirit-anointed participation in God’s work.”*

Eugene Peterson

*“We are convinced that England will never be converted until the laity use the opportunities daily afforded by their various professions, crafts and occupations.”*

Towards the Conversion of England, 1945

very little indeed that addresses deeper issues eg: management, performance, culture change, pricing, pay, product choice, etc. LICC has produced a number of papers in the past on Globalisation by Peter Heslam, on Trust in Business by Nick Spencer and two on redundancy by Paul Valler and Robin Scurlock. However, there is a clear need for a steady stream of material that builds into a compendium of wisdom. Often, the insight is there but it requires good project management to assemble the right team to produce and disseminate it.

**8. IVP Work Series:** This series is intended to both cover the basic introductory material and offer new angles on workplace ministry. Mark Greene is the series editor and, so far, three books have been published with three more to follow. Two have been written by LICC Associates.

This initial set of projects represents an integrated approach to engaging in the workplace – seeking to identify best practice for four key groups: individuals,

workplace groups, church communities and church-leaders in training.

At the same, the projects will not only enhance the quality of LICC’s response to a wider range of specialist questions and emerging issues, but, through working collaboratively, will become a resource for other workplace ministries who, in some cases, may be better placed to follow through on the findings.

Clearly there are many other gaps e.g.

- Developing a response to the particular challenges that twenty-something’s face as they enter a volatile, insecure and short-termist workplace in the context, for many, of having high levels of student debt
- Developing a response to the challenges of homeworking in particular and new technologies in general
- Engaging with sectors of the workplace that have relatively little resource provision e.g. beyond the white collar worker; women in today’s workplace.



## Appendix 2:

# Current Workplace Resources

There are many resources on the LICC website including recommended books, links, Bible studies and a 7-minute film that outlines the vision for workplace ministry...

[www.licc.org.uk/engaging-with-work](http://www.licc.org.uk/engaging-with-work)

There is also material to enable church leaders to help the workers without unbalancing the church. A top tip is to introduce This Time Tomorrow (TTT) – a 3-minute segment in a church service that's proved really helpful...

[http://www.licc.org.uk/uploaded\\_media/1286877994-TTT.pdf](http://www.licc.org.uk/uploaded_media/1286877994-TTT.pdf)

To receive LICC's two weekly e-mail reflections ('Word for the Week' & 'Connecting with Culture'), mailings and other resources, or to become a Friend, please email [mail@licc.org.uk](mailto:mail@licc.org.uk)

Follow Mark's regular posts, observations, quotes, links on whole-life discipleship, work, films, songs, etc. on Facebook.

Key work resources include:

- *Thank God it's Monday*, Mark Greene, SU
- *Your Work Matters to God*, Sherman & Hendricks, NavPress
- *Pocket Prayers for Work*, Mark Greene, Church House Publishing
- *The Heavenly Good of Earthly Work*, Darrell Cosden, Paternoster Press
- *Get a Life*, Paul Valler, IVP
- *Supporting Christians at Work*, Mark Greene, LICC
- *Supporting Christians in Education*, Trevor Cooling, LICC
- *Christian Life & Work*, 6-part DVD for small groups, LBC
- *The Great Divide*, Mark Greene, LICC



A fuller work resource list is available at [www.licc.org.uk](http://www.licc.org.uk) in the work section.



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