



A Greater Purpose



Developing a Strategic Plan
for Ministry in Your Business



----- **workbook** -----



A Greater Purpose for Business

Dear Leader,

For thousands of years people have wrestled with the question “Why am I here?” This insatiable longing for purpose is by design; God put “eternity into man’s heart.” Paul confirms this in Ephesians 2:10 when he says we are God’s “workmanship” created for “good works” prepared in advance for us. We have a mission assignment, marching orders, and a greater purpose to fulfill!

You’ve likely heard the term *stewardship*, commonly used in reference to our financial decision-making. Biblical stewardship, however, is really a matter of identity—who we are, whose we are, and the implications of that worldview. If you identify as a follower of Jesus, then you are everything Jesus says you are “in Christ” throughout Scripture. Although the financial decision to be generous and philanthropic is wonderful, we “give” nothing to God; He owns everything (Ps. 24:1, Deut. 10:14, 1 Cor. 10:26, Heb. 3:4). Instead, He has entrusted us with the responsibility of stewarding His businesses and His most prized possession: people.

If you’ve ever delegated a task to an employee, you are familiar with the expectations that the task will be completed as instructed with the intended outcomes as a representation of your will. The same applies to Christians in business. If the business “belongs to God,” then we are managers with delegated authority and accountability. The definition of “success” is subject to the Owner (God), and performance will be uniquely assessed (Rom. 14:12, 2 Cor. 5:9-11) against the motives of how we executed and the kind of treasures we accumulated.

The typical small business owner impacts more than 5,000 people every year, including employees, families, vendors, customers, and industry peers. The reach of many leaders is even greater, in the millions, depending on the type and scale of the company. In our quest to scale a great business, we must grow in alignment with the Owner’s intent and truly maximize the “greater purpose” we are called to.

The goal of this interactive workshop is to equip you to create a strategic plan for ministry as an inseparable dimension of the balanced scorecard. I pray you do so with the same rigor you would bring to any sales, quality, or operational planning discipline. This material can help you set the targets and establish the KPIs and metrics for outcomes that are eternally recession-proof. Together, we can fulfill the greater purpose for which we were created.

Buckle up and press on!

Mike Sharrow

CEO, The C12 Group



A Greater Purpose

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*I believe one of the next great
moves of God is going to be through
the believers in the workplace.*

Billy Graham

Revival through the Marketplace

Establishing the Baseline

Thinking about your current perception of faith in the workplace, **indicate whether you agree or disagree with each of the following statements.**

| | AGREE | DISAGREE |
|---|--------------------------|--------------------------|
| Expressing my faith at work is risky. | <input type="checkbox"/> | <input type="checkbox"/> |
| It is obvious to our customers that we are a Christian company. | <input type="checkbox"/> | <input type="checkbox"/> |
| Christian companies are known for excellence in the marketplace. | <input type="checkbox"/> | <input type="checkbox"/> |
| The primary purpose of a business is to be profitable. | <input type="checkbox"/> | <input type="checkbox"/> |
| Business is business, and you have to do what is necessary to survive. | <input type="checkbox"/> | <input type="checkbox"/> |
| If Jesus audited my business, He would be pleased. | <input type="checkbox"/> | <input type="checkbox"/> |
| I ask God for His direction in making business decisions. | <input type="checkbox"/> | <input type="checkbox"/> |
| God's plan for my life includes my work. | <input type="checkbox"/> | <input type="checkbox"/> |
| My performance as a leader determines the success of my company. | <input type="checkbox"/> | <input type="checkbox"/> |
| Employees should rely on their churches and small groups for spiritual leadership growth. | <input type="checkbox"/> | <input type="checkbox"/> |
| The metrics tracked and assessed in my business should include ministry activities. | <input type="checkbox"/> | <input type="checkbox"/> |

Talk About It



Share why you agree or disagree with some of the statements.

Which statements were most perplexing for you to respond to?

Nothing to Fear but Fear Itself

Whether incorporating ministry into business is a relatively new concept or fairly familiar, reactions to this idea will vary. Some are excited but unsure where to begin. Others may be more hesitant, already anxious about potential resistance from team members or customers. Regardless, we likely share the comprehensive goal of glorifying God with our business. **So, what does “a great business with a greater purpose” look like and mean to you?**

Now, what’s holding you back from achieving that vision? Take a few minutes to think about and list any of your present apprehensions:

Fears *Anticipated dangers*

Concerns *Matters of uncertainty or uneasiness*


Offenses *Acts that are displeasing, insulting, or breaching moral or social codes*

Liabilities *Obligations according to law; infractions of laws or contracts subject to litigation*

Business Defined

Let's take some time to define what our business *is not* to help shape our definition of what our business *is*.

• OUR BUSINESS IS **NOT**:



The source of our livelihood. It is the means God has chosen to supply our needs at present, but He is the Source.

"...His divine power has granted to us everything pertaining to life and godliness..." (2 Pet. 1:3)

A sign that God loves us more than others by giving us a way to enjoy a higher standard of living or a more pleasure-filled life. It is a higher responsibility to live in a higher place.

*"To whom much is given, of him much will be required."
(Luke 12:48)*

A means to gain status or reputation in the kingdom of God. Owning a business implies no special spiritual standing with God. He calls some to be poor and some to be rich but loves and values them equally.

"God shows no partiality" (Acts 10:34)

A burden to bear or an excuse for not spending enough time with Him, our spouse, or our children. He does not give us a business in lieu of a spiritual calling.

"...he rewards those who seek him." (Heb. 11:6)

Ministry is bringing forth the gospel of Jesus Christ and applying the gospel to the situation at hand. A vehicle is something that we use to take us somewhere or that we utilize toward some end. A platform is a foundation or basis for action or a support upon which something is built.

OUR BUSINESS **IS**:

Our ministry. Business leaders support many functions and activities, but we are entrusted with our roles primarily to fulfill our calling for ministry. Our business is the vehicle and platform that God has given us to advance the gospel and share the good news of Jesus Christ.

"Let your light shine before others, so that they may see your good works and give glory to your Father who is in heaven." (Matt. 5:16)

*"For we are his workmanship, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them."
(Eph. 2:10)*

**Our business
*is our ministry.***

We inherited the charge Jesus gave to the disciples during the Sermon on the Mount. He told them to “let their light shine.” The marketplace provides perhaps the greatest opportunity to demonstrate the enormous impact of knowing Christ. Others notice when we act or react in a manner consistent with His teachings and ways, in contrast to the world and its ways. God is glorified by our imitation of His attributes. Wayne Grudem says this is “why human beings have an instinctive drive to work, to be productive, to invent, to earn and save and give.”¹



Talk About It

OUR LIGHT SHINES WHEN WE...

How are you personally “shining light” to others?

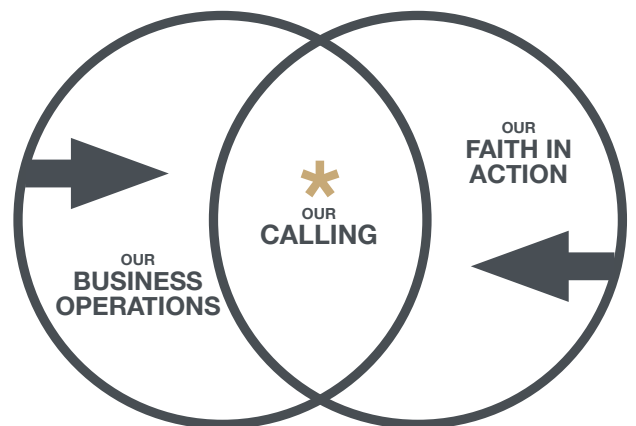
EXAMPLES OF SHINING LIGHTS IN BUSINESS ARE...

In what ways do you see other companies or leaders shining as a light in and through their business?

Called to An Integrated Life*

Our *calling* describes God’s purposes for humanity. God has given us a new purpose in the gospel and called us to follow him. We express this through our *faith in action*, which is often reserved for church, family, and the community. Yet this call also includes the daily work that we do and should shape how we approach our *business operations*.

Peter challenges, “*Each of you should use whatever gift you have received to serve others, as faithful stewards of God’s grace in its various forms*” (1 Pet. 4:10).



¹ Wayne Grudem, *Business for the Glory of God* (Wheaton: Crossway Books, 2003).



*The spiritual manifests itself in a
life which knows no division into
sacred and secular.*

Oswald Chambers

Statement of Purpose

The Foundation for Effective Ministry

If you have a mission statement, write it below. If you don't have one, write what you would like it to be.

OUR MISSION IS TO:

Talk About It

Share your mission statement and how it is currently employed.



A Mission with a Vision

Where there is no vision, people cast off restraint (Prov. 29:18).

A clear vision is essential before we can know our mission. Our vision communicates God's purposes for our company and what we will pursue and aspire for in our business. It helps us focus on the work before us by drawing us into the future toward a worthy result.

Our vision is then captured in a mission statement, which serves as the foundation for effective ministry in and through our business. Mission statements are commonly used to communicate to customers why a company exists, but its intent is actually **for internal use**. The fundamental reason our company exists should be expressed in a way that resonates with employees. This provides the long-term glue that unites a company as it weathers the complexities of growth, diversification, restructuring, and geographic expansion. A company's shared commitment to a well-understood purpose can be a durable source of team strength and clarity.

Even if we never fully accomplish our vision, our mission statement should capture that vision in such a compelling way that it grabs our hearts, motivates us, and serves as a filter to make decisions. If it doesn't, we are unlikely to use it and it serves little purpose.

"Whatever you do, work heartily, as for the Lord and not for men, knowing that from the Lord you will receive the inheritance as your reward. You are serving the Lord Christ."

Colossians 3:23-24

The 5 Components of Effective Mission Statements



1. _____ & _____

Functions as **more than just a motto**. It needs to **excite hearts** by expressing what **grips us** and **moves us to action**.



2. _____ & _____

If it is **too long**, it will be impractical, difficult to remember, and underutilized. It needs to be **concise**, easy to repeat, and, ideally, just one or two sentences.



3. _____

Constructed **as a tool** to inform, evaluate, and measure the daily decisions for operating the business. A mission statement is of little consequence if not used routinely in the **decision-making** process. It should **permeate an organization**, serving as a plumb line to **guide actions and decisions** even to the lowest levels of the organization.



4. _____ **of the owner or chief executive.**

If you don't **own it** and **model it**, others are less likely to own it as well.



5. _____ **-oriented**

Denotes our faith and eternal purpose, excites our sense of mission, and reminds us that ministry is an essential and integrated element of our business. A mission statement with universal operating characteristics—such as quality, excellence, relationships, and service—is great but indistinguishable from purely secular businesses.

Referencing these five components, review the sample mission statements listed and check each of the boxes that the statement incorporates. If any of the components is missing, revise the statement so that it encompasses all five and meets our definition of effectiveness.

Cooper Electrical Construction Company

Our purpose is to glorify God through our commitment to integrity, excellence, service to others, and a high regard for every person with whom we have business.

☐☐☐☐☐

Pruett Builders, Inc.

Sharing the love of Christ while building homes and relationships with excellence

☐☐☐☐☐

Universal Health Services, Inc.

To provide quality healthcare services that: PATIENTS recommend to family and friends, PHYSICIANS prefer for their patients, PURCHASERS select for their clients, EMPLOYEES are proud of, and INVESTORS seek for long-term returns

☐☐☐☐☐

Microsoft

A computer on every desk and in every home

☐☐☐☐☐

Returning to your current or drafted mission statement, check the boxes of the components it successfully incorporates.

☐

**Inspirational
and motivational**

☐

**Short and
memorable**

☐

Arbitrates

☐

**Reflects the heart
of the owner or
chief executive**

☐

**Kingdom-
oriented**

OUR MISSION STATEMENT IS - Revision #1

Use the space provided to revise your statement with any of the missing elements.

OUR MISSION STATEMENT IS - Revision #2

Give it another shot. Can it be shorter and easier to remember?

OUR MISSION STATEMENT IS - Revision #3

Trying one more time, ask yourself: does this reflect my heart as the owner/chief executive? Will this inspire our people and me to make Kingdom-oriented decisions?

"Let the favor of the Lord our God be upon us and establish the work of our hands upon us; yes, establish the work of our hands!"

Psalm 90:17



In today's global community, the greatest channel of distribution for 'salt and light' is the business community, . . . the marketplace.

Bill Pollard

Chairman, ServiceMaster Global Holdings, Inc.

Our Mission Field

We know the importance of identifying our target customers in business. Similarly, we should identify our scope for ministry within our business. Our circle of influence—the people we interact with during the normal course of business—is our group of possible “customers” for the gospel. They buy from us, sell to us, deliver us goods and services, compete with us, and work with us. People do business with people. People share the gospel with people. Our goal is to learn to do both in one seamless process and environment.

Our Missional Footprint

To realize the extent of our missional reach, answer the questions below and calculate the sum of your responses.

How many employees do you have *(full-time, part-time, interns)?*

Multiply your employees by two to help account for their families.

How many others apply to work for your company in a year?

How many customers do you serve annually?

How many others do you call on?

How many other people see your advertising and promotions each year (television, radio, publications, billboards, direct mail, online)?

How many suppliers serve your business in a year?

How many others call on you that you don't currently use?

How many people come into contact with your personal and business social media and online platforms?

How many competitors serve your market and observe your company?

How many other people exist within your network *(industry organizations, advisory boards, investors, community service activities, etc.)?*

My Total Marketplace Ministry Mission Field:

These are the people God has given to you to minister to and steward. If time and money were of no consideration, what would you do to try and show God's love through all these relationships?

Talk About It



What about our total reach do you find surprising?
Do you agree that you have the ability to reach that many people?

A Caring Culture

Everyone has unique needs that arise in various seasons of life. Rather than force-feeding the gospel to those around us, recognizing and tangibly meeting these needs demonstrates the love of Christ and puts feet to our faith. Jesus modeled throughout his ministry the importance of caring for the physical needs of those around him.

The surest way to minister in business is to fold the gospel into our routine conduct. The matrix below is a tool to help cascade caring for others across the organization, both inside and out. It prompts us to consider the physical, emotional, and spiritual needs of those we interact with and how we can meet those needs. (The x- and y-axes of the matrix are adaptable and should be based on a company's unique mission and needs.)³

| | | TYPE OF NEED | | |
|------------------------|-----------|--------------------|--------------------|--|
| | | PHYSICAL | EMOTIONAL | SPIRITUAL |
| MISSION FIELD SEGMENTS | EMPLOYEES | | Addiction Recovery | Sharing God stories at staff meetings Chaplains |
| | FAMILIES | | Marriage Retreats | |
| | CUSTOMERS | | | Pocket Testaments |
| | SUPPLIERS | Appreciation Lunch | | |
| | COMMUNITY | | Community Charity | |

³ Adapted from Caring Matrix by His Way at Work

Today

Type of Need



*Priorities are what we do.
Everything else is just talk.*

The C12 Group

Action & Accountability

Without effective planning, there's a lack of applied learning, intentionality, shared direction, clarity, and accountability in shaping a company's future. There are several ways Christian leaders can meet the challenge of successful stewardship and implement a strategic plan.

The fundamental purpose of an implementation plan is to move from theoretical concepts of ministry through our business to practical application. Experience has proven that those who create a plan and implement those steps in their business see results and fruit far beyond their hopes. What we give to God, He multiplies, uses, and gives back increased many times over.

Measure and Monitor

High-performing teams _____ in measuring and monitoring results and _____ as needed.

The same is true for our ministry efforts. Many Christian CEOs quietly _____ by believing that ministry means simply focusing on good stewardship to generate profit that fuels tithing and charitable giving. While those are meaningful practices, our _____ is our most important measure of producing eternal fruit.

SVA, one of three dimensions in C12's Tri-Value Model, asks us to measure our work and weigh our fruit with "The Three Ss":



SALVATION

Those who come to know Jesus for the first time



SPIRITUAL GROWTH

Helping those who already know Him grow or be strengthened in their faith
(i.e., sanctification)



SERVICE

Giving money or services to those in need, especially "the least among us."

Goal-planning for ministry is most effective when our objectives incorporate "SMART" criteria: specific, measurable, attainable, realistic, and time-bound. Simple input measures to begin with could include the number of people served, Gospels shared, dollars given, events hosted, care projects executed. Then, goals can evolve into output measures like salvations, graduates, engagement, and survey results.

In a generation of technology users, we can innovate and adapt how we track our faith impact (e.g., with a mobile or desktop app or employee portal). As progress is measured, it should be compiled in a monthly spreadsheet that illustrates average, predictive, and variance metrics and trends. This report should be delivered and reviewed as frequently as our profit and loss, balance sheet, and cash flow reports.

Why Measure?

The practice of measuring is fundamental to the economic dimensions of our businesses—we measure sales, quality, customer satisfaction, service levels, employee engagement, charitable giving ratios, and return on investment. In absence of clearly defined goals, we can become slaves to activity and exertion without accountability and fruitfulness. It's the Hawthorne effect: what is measured, discussed, and reinforced tends to improve.

An experiential bias against measuring ministry often exists, viewing it as a slippery slope toward a false doctrine of approval-based “works.” The Bible repeatedly demonstrates that measuring with numbers matters. We know Jesus counted and quantified things. He disciplined 12 apostles, fed the 5,000 with five loaves of bread and two fish, and gave 10 minas to 10 servants. Consider Peter’s rate of return—3,000 souls—when he preached the gospel at Pentecost! (The Old Testament even has a book called Numbers!)

SAMPLE Ministry Activities Report

| | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
|--------------------------------|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|
| | Jan | Feb | Mar | Apr | May | Jun | July | Aug | Sep | Oct | Nov | Dec |
| Visits to business locations | 4 | | | | | 2 | | | 4 | | 2 | |
| Care sessions with employees | | 1 | | 1 | | | | 3 | | | 1 | |
| Employees that accepted Christ | | | 2 | 1 | | | | 1 | | | | 1 |

It Begins with a Single Step

Even with a good plan, you don’t have to go by yourself or start implementing everything at once. But you can take a single step, and invite people to come with you.

Whom within your business can you invite to bring alongside you?

Ministry Champion(s)



Additional roles to support ministry

(e.g., project leaders, accountability partner, budget manager)



Once you’ve identified your ministry team, use strategies for aligning around common goals. We can host annual planning retreats to set goals, appoint accounting reporting responsibilities, and create accountability. We can also pray with our teams during the first minutes of each business day, giving thanks for the previous day’s ministry and asking for new opportunities in the day ahead.

Partner with a peer and work together to complete the Implementation Plan grid with one new initiative. Commit to holding each other accountable and schedule a time to follow up with each other.

Implementation Plan

| EXAMPLE | Ministry Initiative | Neighbor Impacted | Goal (KPI) | Budget | Responsible Leader | Target Date |
|---------|---------------------|----------------------------|-----------------------------|-----------|--------------------|-------------|
| | Implement Chaplains | Employees & their families | 100% - met 10% - engaged | \$/person | John Doe | Q2 2019 |
| | | | | | | |
| | | | | | | |

Part of any good implementation plan is accountability and opportunity to follow up.

Implementation Follow-up Plan:

Date: | Time: | Location:

The Beginning of a Journey

A plan is the beginning of a journey. Strategic planning of any dimension of a balanced scorecard should include a constructive cycle of “Plan, Do, Check, Act.” Embracing the feedback loops of application, experimentation, and innovation produces the best results. It is unlikely that our strategic plan for sales or operations will remain static three years from now, and the same should be true for the stewardship of ministry within and through the business.

As you embrace business as ministry—strategically integrating the greater purpose God has called you to within the very fabric of a truly great business—you are embarking on a joy-filled, satisfying, eternally significant, adventuresome journey that will yield imperishable treasure and soul satisfaction!

APPENDIX A:

5-Point Alignment Matrix[©]



APPENDIX B:

102 Ministry Ideas

EMPLOYEE AND STAFF MINISTRY

1. Establish written biblical principles and values as clarifying priorities for your firm.
2. Contract to provide professional, third-party chaplain care for your employees (Marketplace Chaplains USA).
3. Establish a weekly prayer time and/or Bible study during lunch or off-hours.
4. Create an internal, shareable document for company prayer requests to reference and update during staff meetings.
5. Sponsor the cost of Christ-centered seminars and webinars for your employees.
6. Create an online library of biblical resources.
7. Subscribe to a service such as RightNow Media, which offers free Bible studies and relevant resources on family/life topics.
8. Create an internal, online sign-up for employees to help each other with personal tasks to promote caring for one another.
9. When employees have surgeries, births, or other life-changing events, use an online sign-up program for others to take them a meal.
10. Offer free protective software for parents who wish to safeguard their personal computers and phones.
11. Provide employees with tools for stewardship of their money, such as Mint.com or EveryDollar, and budgeting courses via Financial Peace University, Crown Financial Ministries, or similar services.
12. Offer payroll auto-deductions, so people can easily donate to ministries of their choice on an ongoing basis.
13. Sponsor or subsidize children of employees to attend Christian camps.
14. Create support groups around specific topics such as parenting, saving money, or living missionally.
15. Initiate a morning huddle for prayer time and showcase a daily video for inspiration.
16. If your employees do not have family nearby, offer to cover the cost of babysitting services during a seminar, conference, or other development event that occurs outside regular working hours.
17. Sponsor and encourage employees and spouses to attend FamilyLife marriage seminars.
18. Give children's devotionals or Christian storybooks to employees for their children and grandchildren.
19. Lead a small group study or mentor individual employees on Christian values.
20. Organize company mission trips and assist employees in participating, shaping, or even leading them.
21. Model the application of Scripture in business. Look for teachable moments to use for illustrations.
22. Permit employees to do ministry on company time.
23. When giving out paychecks, write a personal note of appreciation or encouragement to each employee.
24. Sponsor employees to attend a Christian concert or seminar with a block of tickets.
25. Hold conflict resolution training by Peacemakers Ministries as a way to invest in healthy culture, improve productivity, and infuse scriptural truths into a culture of peace.
26. Provide free pre-retirement counseling and planning seminars.

27. Make a list of names of family members of your employees with their ages, birthdays, anniversaries, or special interests, and send a scriptural note on special days. Encourage fellow employees to remember each other.
28. Chart direct report names and plot out a spiritual continuum. Commit to a strategy for determining where people are and intentionally encouraging them towards next steps.
29. Maintain an emergency “deacon’s fund,” fueled by all employees and a small portion of net profits, to address occasional emergency needs. Rotate administration among teams of likeminded employees.
30. Actively encourage all team members to brainstorm and critique company activities and methods against stated biblical core principles.
31. Contract with local pastors or ministry leaders to equip staff for evangelism and discipleship.
32. Host topical lunch-and-learn gatherings on spiritual growth topics.

CLIENTS/CUSTOMERS/VENDORS MINISTRY

33. If hosting a weekly Bible study, invite clients to join in via video conference.
34. Host a Christ-centered movie event or provide theater tickets for vendor partners to see an upcoming show.
35. Have annual supplier and customer appreciation outings with a Kingdom message (e.g., testimonies, company purpose, gospel presentation, etc.).
36. Use special seasons (e.g., Christmas, Easter, Thanksgiving, New Year) to send cards or letters with tactful gospel messages.
37. Host a supplier appreciation banquet to show suppliers you value them as people.
38. Include tasteful evangelical tracts with invoices, payments, etc.
39. Have an annual supplier/customer open house to display and celebrate your company’s Christian values and principles, share supportive stories from staff members, and recognize those who have exhibited what you promote.
40. Ask for prayer requests your company can pray about on behalf of clients, customers, or vendors.
41. Produce company-branded Gospels of John via The Pocket Testament League for distribution to all guests.

MARKETING

42. Prepare a mission statement that identifies you as a Christian business with a ministry objective.
43. Design business cards and other collateral that clearly communicate your Christian values.
44. Share blogs and articles on LinkedIn with messages about incorporating ministry in business.
45. As a company, invite others to join in support of Christ-centered causes via social media.
46. Create and promote a video of your team on a ministry project to inspire others to join you.
47. Declare a uniquely Christian value to be expressed to customers and create a strategy for how sales, service, and production should convey that value to customers over the course of a year.
48. Utilize social media to reach new audiences with your message and mission.
49. Use Facebook Live or other tools to stream a sermon or motivational speech.

50. Tweet a daily Bible verse.
51. Develop an app to share business resources and biblical material.
52. Use your blog as a platform for sharing truth.
53. Start an e-newsletter with stories of lives changed in and through your organization.
54. Share video testimonies through a public YouTube channel.
55. Create your own social media challenge or contest to rally people around a specific Christian service initiative.
56. Create an opt-in daily text message distribution with an encouraging quote or Bible verse.
57. List your “credentials” as AfC (Ambassador for Christ) after your name on correspondence and business cards.
58. Sponsor a Christian radio program.
59. Provide business-card-sized coupons or discounts for employees to hand out to bless others.
60. List Jesus Christ as owner of your business and you as steward on your letterhead.
61. Prepare several Christ-centered ways to answer the question, “What do you do for a living?”

WORK ENVIRONMENT

62. Play Christian music in your lobby, kitchen, or other common areas.
63. Institute a daily technology-free meditation and prayer time within the workday.
64. Set up evangelistic self-service displays with literature (such as Gospels of John from The Pocket Testament League). Post follow-up options in lobbies, vending areas, and gathering spots.
65. Open and/or close company meetings with prayer and thanksgiving.
66. Have Christian magazines and a Bible in your waiting area.
67. Display Christian paintings, pictures, Scripture, etc.
68. Maintain a private counseling/devotional room with appropriate support materials.
69. Play a Christian music station on your telephone system for callers on hold.
70. Set up a prayer box for employees and patrons to submit requests.
71. Have a compassion resource or help-line directory in your office to guide those you come in contact with who may need directions in getting assistance.
72. Host periodic communion services before the start of a workday as an optional staff gathering. Consider inviting local pastors to officiate.
73. Invite Christian motivational speakers to company meetings.

OUTREACH

74. Set up ministry, mission, mercy, or compassion committees comprising diverse employees to evaluate, select, and monitor ministry projects inside and outside the company.
75. Provide Christian worldview seminars open to the community.
76. Give away The One Year Bible or other helpful study/application Bibles.

77. Use some of your firm's profits to support local ministries, especially those that help the poor.
78. When ordering food for company luncheons, consider ordering extra to be delivered to a local soup kitchen.
79. Provide company speakers/testimonials for local Kingdom and community events.
80. Hold community open houses to share with others what drives your business.
81. Hire disadvantaged people who have gone through a life-skills course and need employment.
82. Offer lodging and office space for visiting missionaries and traveling ministry workers.
83. Develop matching programs for staff who sponsor needy children or provide scholarships to good causes.
84. Actively solicit and refer prospective employees who resonate with your firm's distinctive passion and vision.
85. Provide discounted/free services to local pastors and other Christian leaders.
86. Lend your employees to a local ministry that needs administrative help.
87. Host a luncheon on Boss's Day or Administrative Professionals Day in your marketplace and share your testimony.
88. Divide up annual charitable giving and allow employees to participate in the selection of where and how the money is distributed; then, come together to celebrate/share stories from the giving project.
89. Conduct a drive for baby items for local pregnancy care centers. Throw a baby shower for one or more of the women committed to keeping their babies.
90. Assist struggling businesses in your vicinity as a mentor.
91. Collaborate with businesses in your area and host an appreciation banquet for the various compassion ministries in your community.
92. Donate computers or equipment to local after-school programs.
93. Pay your employees for time involved with a community outreach.
94. Host a lunch for local area pastors and church leadership.
95. Give away free stuff at events (bottled water, cold soda, gas) along with a care card that explains why you are doing it.
96. Enable local Kingdom ministries to use helpful company resources and infrastructure "at cost."
97. Provide practical internship and project opportunities for students, young pastors, and seminarians in need of experience and short-term income.
98. Sponsor children overseas and ask your employees to serve as penpals, sending them letters on a monthly basis.
99. Sponsor a missionary, either domestically or overseas.
100. Give generously or tithe, based on company earnings, to worthy transformational projects in the community.
101. Sponsor missionary or service retreats for groups of employees who desire to minister as ambassadors for both Christ and your firm.
102. Sponsor youth athletic teams with uniforms and coaching that clearly promote Christian values. Host a season's end celebratory banquet.

APPENDIX C:

7 Effective Roles of a Modern CEO

Without effective planning, there's a lack of applied learning, intentionality, shared direction, clarity, and accountability in shaping a company's future. There are several ways Christian leaders can meet the challenge of successful stewardship and implement a strategic plan.

The first and most important responsibility of Christian CEOs is to:

1. CAST VISION & REINFORCE VALUES

- Your team should always be clear about three vital components of your business:

Mission: This is why the company exists. At its core, what is your organization's main purpose?

Vision: Where is your company going? What are your goals?

Values: How will you conduct business along the way?

Find ways to keep your mission, vision, and values in front of your team. In addition to having copies posted throughout your workplace, engage employees in conversations about mission, vision, and values in staff meetings.

Leaders are also called to set the tone of our company's culture. Model caring and compassionate relationships so others are served and Christ is honored.

2. PLAN STRATEGICALLY

- The purpose of a strategic plan is to provide a firm foundation for our business to help us maximize returns and meet goals. A vital first step in developing an effective strategic plan is an honest evaluation of the realities impacting the business, both positive and negative. Conduct a SWOT analysis to identify strengths, weaknesses, opportunities, and threats. This should include asking ourselves questions about how we deploy resources, offer products, and provide services.

3. FOCUS ON ROBUST GOOD HEALTH (RGH)

- Identify the metrics that define robust good health for your industry, and then regularly monitor them. Educate your team about metrics measurement, and hold them accountable for performance. Determine whether you can access data that will let you benchmark your organization's performance against other companies of similar size within your industry.

4. SELL TO YOUR LARGEST PROSPECTIVE CUSTOMERS/CLIENTS

- Participation of executive leadership is sometimes required to close certain large deals. Assess opportunities with your sales team, and determine which potential customers might have a significant impact on your bottom line. These prospects will appreciate attention from the top. Trust your sales team with the majority of customer relationships, and don't get drawn into routine sales opportunities.

5. HIRE THE RIGHT PEOPLE

- A vital question to ask yourself when making a hiring decision is, “Will this hire help us get to where we want to be in 3-5 years?” Hire people who have strengths that complement your weaknesses. Put your ego aside, and don’t let it block you from hiring people who can do certain tasks better than you.

6. INVEST IN YOUR DIRECT REPORTS

- How you treat your direct reports sets the tone and model for the entire company. Practice clear and constant communication with your team. Encourage, recognize, inspire, and reward those who report to you, and lead them to follow suit. Help leaders and staff understand that engaging with each other is critical to achieving company goals and the desired culture.

7. MANAGE RETAINED EARNINGS

- These two key rules will help you avoid debt and maintain financial health:
 - Boost Cash Reserves** — Always make sure you have enough reserves for a healthy cash flow. Strong reserves also can protect you from the impact of economic downturns.
 - The Best Source of Capital** — Your own retained earnings are your best source of capital. Bootstrapping may result in slower growth, but it reduces the risk that comes with heavily leveraged assets.

APPENDIX D:

The Tri-Value Model

In C12, we assess and measure our effectiveness through the lens of our Tri-Value Model. Its three dimensions provide a balanced, long-term perspective, focusing on Team Value Add (TVA), Economic Value Add (EVA), and Spiritual Value Add (SVA).



This Tri-Value Model, combining SVA, TVA, and EVA, if used faithfully, will show us each year how we are progressing in our roles as value builders. But we know that we are accountable for both effort and results and that "we can expect what we are willing to inspect." One important function of C12 is to provide a forum for accountability, first before Lord, second to ourselves, and then to one another. The Tri-Value Model is designed to further that accountability.

APPENDIX E:

Ministry Activities Report

Reference the table below as an example report from an international manufacturer C12 Member with 300 full-time employees.

EXAMPLE: CARING TEAM METRICS

| 2015 Caring Funds | Jan | Feb | Mar | Apr | May | Total | | | | |
|----------------------------|----------|----------|----------|----------|----------|----------|-----|-----|-------|-------|
| General Fund | (\$54) | \$1,495 | \$736 | \$976 | \$1,086 | \$2,643 | | | | |
| Benevolent (company match) | \$7,180 | \$3,506 | \$2,804 | \$3,466 | \$5,560 | \$3,258 | | | | |
| Home Repairs | \$0 | \$1,073 | \$2,166 | \$4,331 | \$4,927 | \$6,497 | | | | |
| Car Towing Service | \$0 | \$206 | \$585 | \$100 | \$251 | \$269 | | | | |
| Car Repairs | \$1,993 | \$3,093 | \$0 | \$730 | \$2,165 | \$2,701 | | | | |
| Medical Funds | \$650 | \$216 | \$866 | \$433 | \$434 | \$216 | | | | |
| “Reach Out” | \$0 | \$500 | \$750 | \$1,240 | \$370 | \$500 | | | | |
| Community Charity | \$3,000 | \$3,000 | \$3,000 | \$3,000 | \$3,000 | \$3,000 | | | | |
| Employee Gift Cards | \$0 | \$0 | \$0 | \$0 | \$10,925 | \$0 | | | | |
| Total | \$12,769 | \$13,089 | \$10,907 | \$14,276 | \$28,718 | \$19,084 | | | | |
| Budget | \$16,750 | \$16,750 | \$16,750 | \$28,750 | \$16,750 | \$16,750 | | | | |
| Employees | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Total | Goal |
| Caught You Caring | | | | | | | | | | |
| # of “Caught You Carings” | 10 | 10 | 15 | 15 | 15 | 23 | 0 | 0 | 88 | 185 |
| # of Empl. Caught Caring | 15 | 12 | 17 | 24 | 24 | 24 | 0 | 0 | 116 | 265 |
| “Caring Concerns” | | | | | | | | | | |
| Reports | 3 | 4 | 3 | 3 | 4 | 6 | 3 | 0 | 26 | 40 |
| Bible/Life Studies | | | | | | | | | | |
| # of Keeping Pace Meetings | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 2 | 32 | 48 |
| # Attending | 166 | 164 | 222 | 217 | 181 | 220 | 168 | 82 | 1,420 | 1,920 |
| Average Attending | 42 | 41 | 44 | 54 | 45 | 44 | 42 | 41 | 44 | 40 |
| YouTube Channel Views | 11 | 22 | 13 | 25 | 16 | 20 | 22 | 0 | 129 | 350 |
| Employee Development | | | | | | | | | | |
| English Classes (USA) | 0 | 0 | 0 | 3 | 4 | 4 | 4 | 0 | 15 | 0 |
| English Classes (Chile) | 4 | 4 | 3 | 0 | 0 | 0 | 0 | 0 | 11 | 4 |

Ministry Activities Report

Report

APPENDIX F:

Ministry Implementation Plan

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APPENDIX F:

Ministry Implementation Plan

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