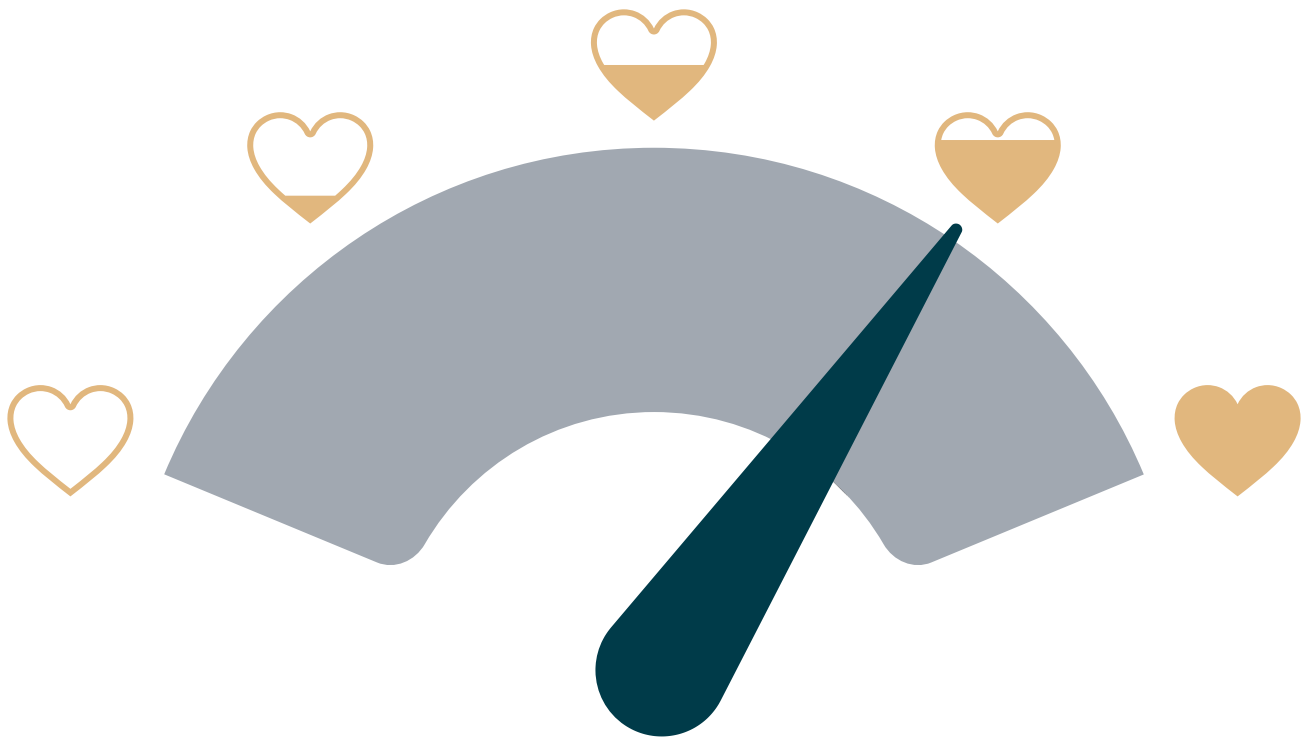




Stewarding Our Eternal Impact:

Planned, Measured, and Reinforced



The Collective Potential

Stewardship is a familiar term for most leaders in business, used in reference to financial decision-making. But did you know stewardship is really a matter of identity—who we are, whose we are, and the implications of our worldview? Although the financial decision to be generous and philanthropic is wonderful, we “give” nothing to God; He owns everything.¹ **God has, however, entrusted us with the responsibility of stewarding His businesses and His most prized possession: people.**

When we delegate a task to an employee, we expect the task to be completed as instructed and the outcome to represent our will. Similarly, if our businesses “belong to God,” then we are managers with delegated authority, and we are accountable to Him to define success.

Arguably, at least 10% of American businesses are led by someone with a biblical worldview. About 1.5 million American businesses operate with at least 10 employees and \$1 million in annual sales. If the 10% of those companies led by Christians (150,000) were committed to stewarding their business as ministry, and each touched an average of 5,000 people a year through business, their collective outreach potential would exceed the population of North America.²

Over the past 25 years, thousands of C12 members—Christians leading companies spanning a diverse range of sizes and markets—have advanced God’s Kingdom through marketplace ministry. Experience has proven that successful workplace ministry requires three key ingredients:

- 1 A paradigm shift in the heart of the CEO/owner in alignment with God’s intent**
- 2 An intentional strategic plan with goals and methods for measurement**
- 3 An aligned team that supports and executes the plan**

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.

¹Ps. 24:1, Deut. 10:14, 1 Cor. 10:26, Heb. 3:4.

²Barna’s 2017-2018 Cities and States research found that 38% of Americans identified as Born Again Christian, regularly participated in church, believed the Bible, and practiced spiritual disciplines. The number of businesses owned by such Christians is arguably much higher than 10%.

A Dimension of the Balanced Scorecard

Many Christian CEOs justify inaction by believing that ministry means focusing only on generating profit that fuels tithing and charitable giving.

While tithing and charitable giving are meaningful, God’s plan for ministry in and through our businesses extends far beyond these practices.

It’s tempting to perceive the constraints of an organization—size, margin, ownership structure, geography, or history—as obstacles. Fortunately, effective ministry does not hinge on the size of budgets, theological or academic education, complete consensus, abundant time, or the ideal team context. As we often say in C12, you have all you need to do all that God requires. The greatest gap between where we *are* and where we *could be* is conquered by the courage to act, the humility to ask for help, and the resolve to take the next step of faith with a God who is passionate to guide us.

Yet ministry will not reach its potential by chance. Like any undertaking, ministry in business requires planning, preparation, and direction. Your business and ministry alike will languish without applied learning, intentionality, clarity, and accountability.

Christian leaders can meet the challenge of successful stewardship by implementing a strategic plan for ministry.

The fundamental purpose of an implementation plan is to advance theoretical concepts to practical application. A plan becomes viable when it aligns with our corporate mission and is based on an accurate understanding of the following:



Our
Market



Core
Competencies



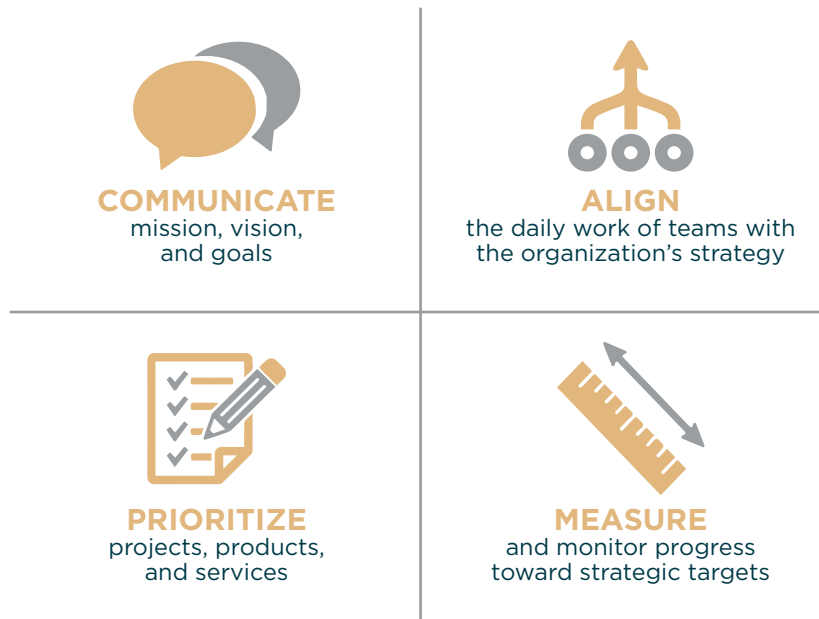
Unique
Opportunities



Available
Resources

In our quest to scale God-honoring businesses, ministry must be an inseparable dimension of the balanced scorecard. We should approach ministry with the same rigor of any sales, quality, or operational planning discipline. **By setting targets and establishing key performance indicators (KPIs) and metrics with a higher purpose, our outcomes are eternally recession-proof.**

A balanced scorecard (BSC)³ is a strategic planning and management system for business leaders to



The system connects big-picture strategy elements with operational elements:

MISSION
our purpose

VISION
what we aspire to

CORE VALUES
what we believe in

**STRATEGIC
FOCUS AREAS**
themes, results, and goals

OBJECTIVES
continuous improvement activities

MEASURES
means of tracking strategic
performance

TARGETS
our desired level of performance

INITIATIVES
projects that help you reach your targets

³ Balanced Scorecard Institute, "Balanced Scorecard Basics," accessed April 2, 2019, <https://www.balancedscorecard.org/BSC-Basics/About-the-Balanced-Scorecard>.

A Measuring Mentality

Thousands of Christian-led companies have implemented proven best practices of a **well-defined, gospel-centered, goal-oriented plan**:

- Regularly studying and applying the Bible at the office
- Starting each day with personal quiet time in prayer and Scripture
- Crafting a mission statement and culture that reflect God’s purposes
- Establishing ministry teams
- Creating metrics for ministry outcomes with budgeting accountability

You may have an experiential bias against measuring ministry, viewing it as a slippery slope toward a false doctrine of approval-based “works.”⁴ Yet Oswald Chambers warns us in his famous devotional series to “beware of making a fetish of consistency to your convictions instead of being devoted to God.”⁵

Fear and ignorance must not become the basis of our strategy for ministry..

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 the absence of clearly defined goals, we can become slaves to activity and exertion without accountability and fruitfulness.

To lead high-performing teams, it is essential to quantify and define success, measure and monitor results, and adjust as needed. This is otherwise known as the **Hawthorne effect**: what is measured, discussed, and reinforced tends to improve.

⁴ Gal. 2:16

⁵ Oswald Chambers, “November 14: Discovering Divine Designs,” in *My Utmost for His Highest*, 1934, <https://utmost.org/classic/discovering-divine-designs-classic/>.

⁶ Luke 6:12-16, Matt. 14:13-21, Luke 19:11-27, and Acts 2:14-41.

The Bible repeatedly demonstrates that measuring with numbers matters. (The Old Testament even has a book called Numbers!) 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!⁶

Jesus illustrated not only that God counts things but also that the effectiveness of our efforts is a matter of accountability. If your mission as a Christian is to share the hope found in Jesus Christ, what measures are in place in your business to reflect you are fulfilling that mission?

To develop a means to measure, we must ask ourselves how we define excellence for our ministry as a whole and for individual ministry initiatives.

Goal-planning for ministry is most effective when our objectives incorporate "SMART" criteria:

S Specific **M** Measurable **A** Attainable **R** Realistic **T** Time-bound

Simple input measures to begin with could include the number of people served, times the good news was 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.

Comparing our results against our expectations allows us to improve in areas where we fall short and celebrate victories in areas where we excel, and adjust as needed. Incorporating this practice reinforces our companies' understanding that **our ministry activities are as significant as our other business operations**. Although numbers are important, the testimonies behind the numbers are just as important to capture and share as well.

A Team Effort

Christian business leaders should never neglect ministry, yet the thought of implementing another plan amidst a plethora of other strategic initiatives may be intimidating. Fortunately, God doesn't expect us to execute alone! Delegating portions of the process to others is not just an option but God's recommendation, desire, and design.

"Two are better than one, because they have a good reward for their toil."
Ecclesiastes 4:9



God has providentially entrusted to us those who have great potential, if we invite them to contribute. **A ministry team provides accountability, evaluates ongoing performance, and supports necessary adjustments.** This is the team that you can pray with during the first minutes of each business day to give thanks for ongoing ministry opportunities and ask for new opportunities in the day ahead.

"As each has received a gift, use it to serve one another, as good stewards of God's varied grace." 1 Peter 4:10

Whom within your business can you invite to bring alongside you as ministry champions? Roles to support the ministry can include project leaders, accountability partners, and budget managers. The same discipline of leveraging our teams' skills and abilities in our businesses can be applied to building our teams for ministry.

"Iron sharpens iron, and one man sharpens another." Proverbs 27:17



Effective teams are aligned around common goals, and it is vital for a ministry team to be aligned in vision and purpose as well. One of the best ways to engage the ministry ideas and abilities of our teams is to involve them in creative brainstorming to explore what's possible, given our business models and platforms. Annual planning retreats are an effective forum for setting goals, appointing accounting and reporting responsibilities, and creating accountability.

A Ministry Implementation Plan can capture the identified initiatives, the people who will be impacted, KPIs, budgets, appointed team members, and target dates of implementation.

See Appendix A for a sample Ministry Implementation Plan and template.

A Caring Culture

With a team in place, we can identify specific ministry opportunities that will propel our organizations to even greater eternal impact. The extent of our missional reach is greater than one might assume. The people we interact with during the normal course of business are our appointed mission field. They buy from us, sell to us, deliver us goods and services, compete with us, and work with us. These are the people God has given us to minister to, disciple, and care for.



Throughout His ministry, Jesus modeled the importance of caring for physical, emotional, and spiritual needs. The Caring Matrix, a framework developed by [His Way At Work](#), outlines a systematic method to transform your workplace with God’s love. This worksheet will help you identify opportunities to care for your employees and their families, your customers, your suppliers, and your community. By taking the time to identify the needs and hopes of the people you serve, you can develop meaningful initiatives to implement a holistic ministry vision for your business.

For a list of proven ministry ideas, see Appendix B, “105 Business as a Ministry Ideas,” on pages 16-19, or download C12’s e-book, [105 BaaM \(Business as a Ministry\) Ideas](#).

His Way At Work is a C12 [BaaM Resource Organization](#)—a trusted, vetted, and mission-aligned company that is uniquely positioned to help you implement BaaM (Business as a Ministry) concepts and initiatives in your business.

It is a well-known truism that “people don’t care how much you know until they know how much you care.” Everyone has unique physical, emotional, and spiritual 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.

Caring activities can be classified into three categories:



Meeting a variety of needs requires a variety of caring activities. In order to meet someone's need in a meaningful way, we must make an effort to truly know our employees, their families, and the communities in which they live and work. As Mother Teresa said, **"To love your people you need to care for your people and to care for your people you must know your people first, because you cannot love what you don't know."**

Someone's physical needs can be more obvious and easier to address than his or her emotional or spiritual needs. Focusing on basic physical needs first can build trust. As businessman and prolific leadership author Max De Pree reminds us, "Earning trust is not easy, nor is it cheap, nor does it happen quickly. Earning trust is hard and demanding work. Trust comes only with genuine effort, never with a lick and a promise."

Meeting people's physical needs can open doors to discovering and ministering to their emotional and spiritual needs. Even Jesus places great eternal significance on caring for the physical needs we see in others:

"Then he will say to those on his left, 'Depart from me, you cursed, into the eternal fire prepared for the devil and his angels. For I was hungry and you gave me no food, I was thirsty and you gave me no drink, I was a stranger and you did not welcome me, naked and you did not clothe me, sick and in prison and you did not visit me.' Then they also will answer, saying, 'Lord, when did we see you hungry or thirsty or a stranger or naked or sick or in prison, and did not minister to you?' Then he will answer them, saying, 'Truly, I say to you, as you did not do it to one of the least of these, you did not do it to me.'"

Matthew 25:41-45

Our Current Condition

Most companies already offer forms of caring activities. In the early stages of deploying ministry within business, we can identify those offerings and plot them in the segment of the Caring Matrix where they fit best. Some activities may encompass multiple categories, and the matrix can be populated to reflect that.

		TYPE OF NEED			
		Physical	Emotional	Spiritual	
MISSION FIELD SEGMENTS	Employees	Caring Fund for Emergencies	Christian Counselor	Bible Study	
	Employees' Families	Addiction Recovery		Group Prayer	
		Dream Manager			
	Employees' Families	Housewarming Gifts	Financial Peace University	Marriage Retreats	Chaplains
		Family Angel Tree			
		Addiction Recovery		Sponsor Christian Camp Attendance	
	Customers	Backpacks for School			
					Pocket Testaments
	Suppliers		Thank You Notes, Birthday Cards, Sympathy Cards, etc.	Prayer Request Box	
		Appreciation Lunch			
Community			Organize Company Mission Trips		
			Community Charity		

Visit joinC12.com/resources/caring-matrix to download the example of the Caring Matrix and the blank template.

Caring Matrix: © 2012 His Way At Work. All rights reserved.
 Revised Caring Matrix and Caring Matrix with Examples © 2023 C12. All Rights Reserved.

Like most business initiatives, long-standing ministry activities become ripe for review. The effectiveness of each ministry activity can be evaluated by measures like cost, the number of people impacted, and the process used to manage the activity.

Sample Ministry Activities Report

2015 Caring Funds	Jan	Feb	Mar	Apr	May	June				
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				
<i>Budget</i>	<i>\$16,750</i>	<i>\$16,750</i>	<i>\$16,750</i>	<i>\$16,750</i>	<i>\$16,750</i>	<i>\$16,750</i>				
Employees	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total	EOY 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 All Meetings	166	164	222	217	181	220	168	82	1,420	1,920
Avg. Attendance Per Meeting	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

The objective of reviewing your company’s ministry reports is to think about the data you just collected to determine whether you want to make any changes. Redundant or inefficient activities should be eliminated, and activities should be added to fill unmet needs (the blank segments of your Caring Matrix).

CONSIDER:



What is the data telling you?



Are you spending most of the money on an activity that has no reach?



Are there activities no one is participating in but that require time and resources to manage the process?

MAKE YOUR MISSION TANGIBLE THROUGH THE FOLLOWING FAITH METRICS:



Give God the Glory



Recognize and Reward



Simplify Data Collection



Drive Change and Shift Culture



Measure Organizational and Personal Metrics



Capture the God Stories and Testimonies Behind the Numbers

The Beginning of a Journey

The few most exciting yet feasible initiatives are best to implement first. For loftier ideas, planning can begin now and then be implemented in the next quarter or year. Your caring initiatives should be tailored and categorized to fit your organization and accomplish your unique mission. Consider these examples of categories and activities:

Employees • Customers • Family Members



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 managing ministry within and through our businesses. Strategic planning of any dimension of a balanced scorecard should include an improvement discipline of lean thinking, like the well-established constructive cycle of PDCA (Plan, Do, Check, Act) or OODA loop sequence of learning (Observe, Orient, Decide, Act). Embracing the feedback loops of application, experimentation, and innovation produces the best results.

A hundred years from now, the only portion of our lives that will matter is the eternal impact. God saved us from our sins to enable us to do “good works” He prepared for us long ago (Eph. 2:10). We have a mission, and how we execute it matters. By participating with God now, through obedience, stewardship, diligence, measurement, and accountability, we engage work as an integral expression of worship. Imagine the hundredfold increase and eternal impact sure to result were all leaders to steward their businesses for the glory of God’s Kingdom.



Across the globe, CEOs, business owners, and executives gather each month in C12 Business Forums to share wisdom and best practices.

Visit joinc12.com to find a group near you and begin to build a **great business for a greater purpose.**

APPENDIX A:

Ministry Implementation Plan



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

EXAMPLE

APPENDIX A:

Ministry Implementation Plan



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

EXAMPLE

APPENDIX B:

105 Business as a Ministry Ideas



Employees

1. Establish and write a biblically-based mission, vision, and core values.
2. Provide professional, third-party chaplain care (e.g., Corporate Chaplains of America and Marketplace Chaplains).
3. Establish a daily or weekly time for group prayer.
4. Offer a Bible study during lunch.
5. Create an internal, shareable document for company prayer requests.
6. Host gatherings on faith topics (e.g., stewardship, unity, forgiveness).
7. Build a library for Christian books and biblical resources.
8. Provide access to a platform of resources (e.g., RightNow Media or Readitfor.me).
9. Develop a web-based document that allows employees to collaborate on needs they have and ways they can care for each other (e.g., meal trains for upcoming births or surgeries).
10. Provide protection software for parents who wish to safeguard their personal computers and phones.
11. Empower good stewardship of resources through financial management guidance (e.g., Financial Peace University or Crown Financial Ministries).
12. Enable philanthropy through automatic payroll contributions.
13. Sponsor or subsidize children of employees to attend Christian camps.
14. Assemble support groups around specific needs (e.g., parenting, addiction recovery, or loss).
15. Offer childcare during development events that occur outside of business hours.
16. Sponsor access to marriage support (e.g., FamilyLife seminars or Weekend to Remember).
17. Give children's devotionals or Christian storybooks.
18. Coordinate a group Bible or Christian book study.
19. Mentor a small discipleship group.
20. Organize company mission trips.
21. Share openly about how biblical principles inform business decisions.
22. Hand-write notes of appreciation or encouragement to each team member.
23. Sponsor a block of tickets for employees to attend a worship event.
24. Instill a culture of healthy and biblical conflict resolution (e.g., Peacemakers Ministries training).
25. Provide pre-retirement counseling and planning seminars.
26. Celebrate employee birthdays and work anniversaries in a monthly gathering.
27. Establish an emergency assistance fund.
28. Allow employees to support the needs of teammates with a benevolence fund.
29. Offer a home- or car-repair fund.
30. Invite team members to critique business operations against biblical principles.
31. Enlist local pastors or ministry leaders to equip staff evangelism and discipleship.

32. Invite team members to lead caring initiatives or build a caring team.
33. Invite employees to lead lunch-and-learns on relevant/meaningful topics of choice.
34. Give contact-free gifts at a corporate drive-thru event.
35. Wash cars of single parents.
36. Give blessing boxes to employees who experience a major life event.
37. Give backpacks and school supplies at the beginning of the school year.
38. Provide legal access to create wills.
39. Host a family gathering (e.g., game night, picnic, sporting event).
40. Serve employees who work overtime with gift cards for family time.
41. Help employees purchase their first home.
42. Send meals when someone is sick.
43. Invite employees to nominate others for living out corporate values.
44. Partner with local mental health professionals to counsel employees in need.
45. Establish regular one-on-one meetings between managers and direct reports to promote awareness of mental health and support needs.
46. Invite family members to participate in employee awards ceremonies.

Customers & Vendors

47. Host an open house and share about the company's greater purpose.
48. Host annual appreciation events.
49. Send holiday cards with gospel-centered messages.
50. Invite them to join Bible studies (virtually, if needed).
51. Host a family movie event.
52. Get to know people beyond the primary points of contact.
53. Share faith testimonies from within the company.
54. Ask for their prayer requests.
55. Send chaplains when crises arise.
56. Gift Bibles or branded Gospels of John in product or service delivery.
57. Recognize vendors for exceptional service.
58. Optimize operations where business negatively impacts vendors.
59. Host an Easter egg hunt and give an Easter message.

Workplace

60. Play Christian music or video content in the lobby and common areas.
61. Create a room designated for prayer and private counseling sessions, resourced with support materials.
62. Keep a photo book with testimonies of the company's mission in the guest reception area.
63. Open and/or close company meetings with prayer and thanksgiving.
64. Create a visual display of ways the company lives out its mission.
65. Display Scriptures on the walls that encourage, inspire, and express love.
66. Offer a box where people can express concerns, prayer requests, and cultural improvement ideas.
67. Host virtual social gatherings for remote employees to connect with the team.
68. Take communion together.
69. Stream or attend conferences as a team (e.g., C12 CURRENT or Global Leadership Summit).
70. Set up ministry, mission, mercy, or compassion committees comprising diverse employees to evaluate, select, and monitor ministry projects inside and outside the company.
71. Build ramps and ensure accessibility to all visitors.

Community

72. Organize a committee to assess and coordinate opportunities to serve needs in the community.
73. Host a luncheon with organizations that share your office building.
74. Order extra meals for a local food pantry when catering work events.
75. Build relationships with the people who serve your team regularly (e.g., baristas).
76. Hire from often overlooked people groups (e.g., disadvantaged, formerly incarcerated).
77. Open office space for traveling missionaries.
78. Share resources or infrastructure with local churches (e.g., studios).
79. Offer paid volunteer time off (VTO).
80. Host a Boss's Day event and share part of your testimony.
81. Host an end-of-year event to celebrate the annual ministry impact.
82. Allow employees to choose which ministries to support through corporate giving.
83. Conduct a donation drive for local organizations (e.g., a baby drive for a local pregnancy center).
84. Share relevant C12 content with other business leaders.
85. Join forces with other local businesses to host an appreciation banquet for local ministries.
86. Donate computers or equipment to local after-school programs.
87. Offer meaningful internships and development opportunities to college students.
88. Sponsor a missionary, either domestically or overseas.
89. Sponsor underprivileged children for every customer or contract won (e.g., Compassion or World Vision).
90. Sponsor youth athletic teams with uniforms and coaching that promote Christian values.
91. Give baskets/gift cards to families in need at Thanksgiving or Christmas.
92. Allow organizations or charities to use the business as a collection point.
93. Make donations to a nonprofit on behalf of an employee for his/her birthday.

94. Sponsor an appreciation gift to a local first responder, accepting nominations from the community and allowing employees to select the recipient.
95. Host an onsite pet adoption event/pet food collection in partnership with a local animal shelter.
96. Donate comfort bags to local EMTs or fire rescue for children involved in accidents.
97. Serve at a prison fellowship event.
98. Convey values in marketing collateral (e.g., company website or social media).
99. Identify God as the Owner of the business and yourself as a steward in your e-mail signature or LinkedIn profile.
100. Share Business as a Ministry content on LinkedIn.
101. Share about opportunities to support ministry initiatives on social media.
102. Produce an inspirational video that illustrates how your team is impacting the community.
103. Task functional leaders to create strategic plans with their teams to embody the company's core values.
104. Prepare a winsome evangelical way to answer the question, "What do you do for a living?"
105. Clarify the company's mission, vision, and values in its recruitment materials.