

# Entrepreneurial Leaders Review

2012-2013 | Vol. 1, No. 1



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## Table of Contents

2	<b>ELO Advisory Board</b>
4	<b>Letter from Prime Minister Stephen Harper</b>
5	<b>Letter from Senator Yonah Martin</b>
6	<b>Thank You to Our Sponsors</b>
7	<b>Introduction to Keynote Speaker: Michael Flaherty</b>
8	<b>“Entrepreneur Leader Award” Guidelines</b>
8	<b>“Entrepreneur Leader Award” Recipient (2012-2013): Graham Power, Chairman, Power Group, Cape Town, South Africa</b>
11	<b>ELO &amp; WEA to Spearhead Entrepreneurial Leaders Conferences Globally</b>
13	<b>Entrepreneurial Leaders: Making a Difference in Church</b> By Richard J. Goossen & R. Paul Stevens
21	<b>Sold Out or Souled In?</b> By Ian Daniel
23	<b>Entrepreneur Expo Directory</b>
25	<b>Entrepreneurial Leaders: Making a Difference for Future Generations</b> By Richard J. Goossen & R. Paul Stevens

## Letter from Prime Minister Stephen Harper



PRIME MINISTER • PREMIER MINISTRE



*I am pleased to extend my warmest greetings to everyone attending the 2012 Entrepreneurial Leaders Conference in Vancouver.*

*Entrepreneurs are people with innovative ideas and new ways of doing things. They have always been vital to the dynamism and productivity of the Canadian economy. As we build on our economic recovery, the skills and resourcefulness of a new generation of business people will help ensure that it will be strong and sustained.*

*This two-day conference is designed to equip Christian entrepreneurs with the resources and support they need to integrate faith, family, and business. I am certain that delegates will benefit greatly from the panel discussions, keynote presentations, and networking opportunities planned for this event, and that they will be inspired to make a lasting difference in the marketplace and in their communities.*

*Please accept my best wishes for a productive and memorable conference.*

The Rt. Hon. Stephen Harper, P.C., M.P.

OTTAWA  
2012

## Letter from Senator Yonah Martin

The Hon. Yonah Martin SENATE



SÉNAT L'hon Yonah Martin

CANADA

November 2012



### Greetings from the Honourable Yonah Martin

I am delighted to extend my warmest greetings to all participants, sponsors, organizers and volunteers of the Entrepreneurial Leaders Conference.

Today's conference will provide you with an opportunity to meet people from around the world who share in your entrepreneurial spirit and passion. This is your time to connect; to inspire and be inspired; to encourage and be encouraged. Through networking experiences, you will learn about entrepreneurial opportunities that exist in our increasingly dynamic global community.

I encourage you to explore the potential of the world marketplace and to consider opportunities that will challenge you and expand your talents. As entrepreneurial leaders, it will be your ingenuity and determination that will shape our marketplace for future generations to come.

On behalf of the Senate of Canada, I wish you continual success at the Entrepreneurial Leaders Conference.

Sincerely,

The Honourable Yonah Martin  
Senator, Government Deputy Whip

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## Introduction to Keynote Speaker: Michael Flaherty



winner Savvy by first-time author Ingrid Law.

As part of its mission, Walden creates innovative educational programs, lesson plans and events. Several hundred thousand students have participated in these events, including an international effort to read Charlotte's Web aloud and to collect toys for Toys for Tots, both of which resulted in the breaking of world records. Walden has also hosted an interactive writing workshop with Louis Sachar and a national robotics competition with James Cameron.

Michael Flaherty is President and Co-founder of Walden Media, producer of the Narnia and other films, grossing approximately \$2 billion in box office sales. Walden has financed and produced a number of films, such as The Lion, The Witch and The Wardrobe, Prince Caspian, Charlotte's Web, Bridge to Terabithia, Holes, Because of Winn-Dixie, and Journey to the Center of the Earth 3D. Walden's mission is to rekindle curiosity and recapture imagination through the development and production of family films and literature.

Wardrobe (2005), Prince Caspian (2008), and The Voyage of the Dawn Treader (2010). The series is considered to be one of the biggest movie franchises around the world due to the legacy of the novels. The first film is the 41st highest-grossing film of all-time. The series has now grossed over \$1.5 billion making it the 19th highest-grossing film series of all time.

The corporate headquarters of Walden Media are located in Los Angeles, California, and the Education, Outreach, Interactive and Publishing office is in Boston, Massachusetts.

Through its publishing division, Walden has also co-published a number of award-winning books, including Mike Lupica's Comeback Kids series and the New York Times best-seller and Newbery honor

In addition to his leadership of Walden Media, Michael Flaherty is on the board of Rachel's Challenge, a program created in memory of Rachel Scott, the first victim of the Columbine shootings. He is also a member of the Global Advisory Council of Vision360, an organization dedicated to supporting and founding churches across the country.

Flaherty lives in Lexington, MA with his wife Kelly, his son Christian, his daughters Eileen and Reagan, and his dog Jumbo. ■



## “Entrepreneurial Leader Award” Guidelines



The Entrepreneurial Leaders Organization and World Evangelical Alliance have established an *Entrepreneurial Leader Award* in order to recognize and celebrate the noteworthy and inspirational contributions of individuals to making a faith-inspired difference in their communities.

### Criteria for Identifying a Suitable Nominee

- Exemplifies the qualities of entrepreneurial leadership that are embedded in a Christian world view
- International stature with a significant influence
- Lifetime of achievement of influence in their chosen profession, whether directly or indirectly related to Christian ministry
- Outstanding reputation for integrity in terms of living out faith
- The person must be a role model to inspire other entrepreneurs to others to greater heights of significance

### Award

- Awarded at the Entrepreneurial Leaders Conference, hosted by the Entrepreneurial Leaders Organization (ELO)
- The Recipient must be present at and participate in the Conference in order to be eligible for the Award.
- Recipient receives a plaque presented at the ceremony
- Recipient becomes an “Honorary Advisor” of the ELO
- The recipient must be in agreement with the objectives of the Vision, Mission & Values of the ELO (as per [www.eleaders.org](http://www.eleaders.org)).

## “Entrepreneur Leader Award” Recipient (2012-2013): Graham Power, Chairman, Power Group, Cape Town, South Africa

[The following extract was taken from [www.powergrp.co.za](http://www.powergrp.co.za)]

Graham Power started his company in 1983 with its core purpose “to improve the quality of life in Africa through infrastructure development”. The Power Group operates nationally from four regional offices in South Africa: Cape Town (its head office), Knysna, Port Elizabeth and Centurion. The civil engineering arms include Power Construction South operating in the Western, Southern and Eastern Cape, and Power

Construction North operating in Gauteng. Power Building is based in Cape Town, but operates nationally. Power Developments is the property development division of the Group, based in Cape Town and also operates nationally from the regional offices. For whilst projects and plant and tenders and technology keep these different companies performing, the Power Group is ultimately about people joining hands, working together towards a shared vision.

... continued on page 10



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Owner Lando Klassen enjoying a latte and a book in the Coffeehouse.

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... continued from page 8

Graham explains how his organization is different when compared to other companies:

**“I firmly believe God has a plan for Africa, and that we have a role to play in the Transformation of our continent.”**

*“The people relationships in Power Group are very special, and love and care for each other is undoubtedly the key to our success. I also believe our success hinges on the benchmarking of all operations, where we set goals for hourly or daily productivity. This process is transparent and our people know where the break-even point is, in whatever they do. This encourages the continuous improving of yesterday’s productivity and keeps work life stimulating and exciting.*

*“We are very conscious of our social responsibility and like to get involved in the communities we work in, often in extremely disadvantaged areas.*

*“Another important aspect is our active involvement in the Global Day of Prayer. Through a spiritual revival, I am convinced that Africa, which is often referred to as the ‘dark continent’, with all the negative sentiments of poverty, unemployment, crime and*

*corruption, prostitution, drug and alcohol abuse and HIV/Aids, will see a major turn-around.*

*“I firmly believe God has a plan for Africa, and that we have a role to play in the Transformation of our continent. I am optimistic that God has great plans for the African continent in the coming years and that we can play our part as He continues to bless South Africa and Africa. May He ‘hear our prayers, forgive our sins and*

*heal our land’ (2 Chronicles 7:14).”*

Graham also founded “Unashamedly Ethical” ([www.unashamedlyethical.com](http://www.unashamedlyethical.com)) which is a campaign promoting ethics, values and clean living through local communities all over the world. The campaign is built upon three pillars, around which local communities form: A challenge to people to make a public commitment to ‘good values, ethics and clean living’. ■

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## ELO & WEA to Spearhead Entrepreneurial Leader Conferences Globally

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The World Evangelical Alliance (WEA) and Entrepreneurial Leaders Organization (ELO) signed an agreement on January 24, 2012 to undertake a joint initiative to connect Christian entrepreneurial leaders around the globe for greater impact in the marketplace and beyond.

The WEA is the largest global evangelical body with a network of churches in 129 nations and an alliance of 100 international organizations representing over 600 million Christians worldwide. It representatively speaks as a trusted voice on behalf of global evangelicalism, connects diverse Evangelical church networks and ministries for effective collaborative action, and actively equips their needs with valuable resources to optimize their impact. For more info e-mail at [wea@worldevangelicals.org](mailto:wea@worldevangelicals.org) or go to [Worldea.org](http://Worldea.org)

Geoff Tunncliffe, Secretary-General, WEA, explained that,

“entrepreneurs are a catalyst for positive change within churches and the marketplace in communities worldwide. WEA wants to more effectively channel that energy by connecting leading entrepreneurs.”

The ELO has successfully held six annual “Entrepreneurial Leader Conferences” in Vancouver, BC, Canada, attracting attendees from throughout North America, Asia and Europe. These conferences have become the leading event of their kind in the world. The seventh Entrepreneurial Leaders Conference is taking place in Vancouver, Canada from November 8th – 9th, 2012 in Vancouver.

**“Entrepreneurs are a catalyst for positive change within churches and the marketplace in communities worldwide. WEA wants to more effectively channel that energy by connecting leading entrepreneurs.”**

ELO is expanding the conferences through a “live +

videocast” model. This format is well-established with the success of both the John Maxwell-inspired “Leadercast” and the Willow Creek “Global Leadership Summit.” Both events have a single live location with the content rebroadcast to 100s of thousands of people at remote locations throughout the world.

ELO is starting off with host locations in Canada. There will be a live + videocast event in Toronto on November 20th and in Calgary on November 22nd. The “live” component will be a presentation by Rick Goossen on “business as calling,” a marketplace expo with various display tables, and a facilitated networking session.

This joint initiative will involve WEA connecting ELO with leading business groups in the WEA network in order to determine how best to cooperate for greater marketplace ministry on a global scale and to assist in providing support for conferences in various cities worldwide.

The WEA and ELO have together established an “Entrepreneurial Leader Award” to be granted at the live event in Vancouver. The purpose of this award is to recognize those Christian entrepreneurial leaders who have been an example of making a positive difference in the marketplace. ■

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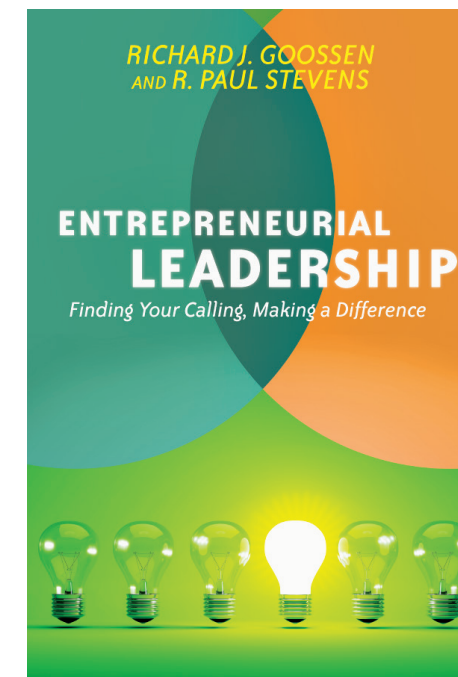
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## Entrepreneurial Leaders: Making a Difference in Church\*

\*This extract is from Goossen, Richard J. & Stevens, R. Paul, *Entrepreneurial Leadership: Finding Your Calling, Making a Difference* (InterVarsity Press, to be published Summer 2013)



How can entrepreneurs make a difference in church? We wish this were an easy subject to explore, but it is not. The relationship between entrepreneurs and the church is often characterized by alienation, disillusionment and disappointment.

The Entrepreneurial Leader Research Program (“ELRP”)<sup>1</sup>

concluded that Entrepreneurial Leaders were, in many cases, disconnected from the church they attended. Why? The ELRP indicates that entrepreneurs are often not affirmed in their churches and are not confident in the ability of church leadership to address business-related issues. Entrepreneurs often do not find their churches open to new ideas, willing to make changes. They feel that whatever gifts they may have for business do not seem to be of use in the church. Further the church does not usually affirm that what they are doing is full-time ministry in the world although they should as explained earlier. Of course that is true for many besides pastors, missionaries and major church volunteers. This lack of connection between entrepreneurial leaders and their churches, unfortunately, deprives both of synergistic benefits.

Here is the nub of the matter. On one hand entrepreneurs seem not to find the church to be an important part of their vocational and spiritual formation except in

some rare cases. They may simply not be involved. On the other hand the church does not seem to prioritize supporting and equipping entrepreneurs for their ministry in the workplace. There are pockets of great support by churches of entrepreneurs, but these are typically unique circumstances. Sometimes the pastor may have a business background, some past eye-opening experience or significant exposure to the marketplace, and thus the church leader is more attuned to the possibilities of engaging entrepreneurs within the church.<sup>2</sup> Overall, there appears to be a great opportunity wasted to fully engage Christian entrepreneurial leaders in the church community.<sup>3</sup> While reviewing a short 28-page booklet published in the UK under the title of *The Entrepreneur and the Church*<sup>4</sup> I (Goossen) discovered that its author, Bill Bolton, an experienced entrepreneurship consultant, had reached a similar finding in the UK context.<sup>5</sup> Bolton concluded that:

... continued on page 14

1. We refer to this body of work, which is ongoing, as the “Entrepreneurial Leader Research Program” (hereafter cited as “ELRP”). The ELRP resulted in a number of publications. Rick Goossen has published a selection of interviews with Entrepreneur Leaders on a semi-regular basis: the first two under the title *The Christian Entrepreneur: Insights from the Marketplace* (2005 and 2006) and the last three under the title, *Entrepreneurial Leaders: Reflections on Faith at Work* (2007, 2008 and 2010). This ongoing research provides valuable and unique insights as to how entrepreneurs practice their faith.
2. For a comprehensive survey see Johnson, C. Neal, *Business As Mission: A Comprehensive Guide to Theory and Practice* (Downer's Gove, IL: IVP, 2009).
3. Principle #6 – Seeking Wise Counsel” in Chapter 8 noted the opportunity for church leaders to offer support to entrepreneurial leaders.
4. Bill Bolton, *The Entrepreneur and the Church* (Cambridge, UK: Grove Books, 2006).
5. Bolton, *The Entrepreneur and the Church*, p. 4.
6. See my review of this book at Richard J. Goossen, *Faith in Business Quarterly* (Ridley Hall Foundation and Industrial Christian Fellowship, Cambridge, UK), Vol. 11:2 (November 2007), pp. 19-22.
7. ELQ, Section D, Question 5. See ELRP Analysis.

... continued from page 13

“Releasing the entrepreneurial talent among God’s people is the greatest task facing the church today. It is the Entrepreneurial Imperative...”<sup>6</sup> Let’s consider first of all the entrepreneur’s attitude toward the church.

### 1 Why Entrepreneurs Struggle in their Relationship with the Church

Entrepreneurial Leaders were asked to respond (scale of strongly disagree [1] to strongly agree [10]) to the following question: “I have discovered my calling in business and have integrated it with my faith largely through my own efforts.”<sup>7</sup> Interestingly, 68% of respondents scored 8 – 10. Entrepreneurial Leaders have pursued this issue with very little input from others. We conclude that most Entrepreneurial Leaders are often engaged in a lonely, individual quest to apply their calling usually without help from the church.

Entrepreneurial Leaders were asked whether anyone affirmed their calling.<sup>8</sup> The ELRP revealed that the church has played an insignificant role in affirming the calling of Entrepreneurial Leaders.<sup>9</sup> In terms of priority, Entrepreneurial Leaders first receive affirmation from immediate family, often a spouse. The next most common

responses in order of frequency were that affirmation is not received from any one. Affirmation from a friend is cited and then affirmation is received from a business contact. Only as a fifth source of affirmation is church listed. Entrepreneurial Leaders occasionally cited a pastor who affirmed their calling. But let us now look at the other side of the problem, the church’s relation with entrepreneurs. Part of the problem is that church leaders often do not think that what entrepreneurs are doing in the world is important, is part of kingdom ministry or is doing “God’s work.” I (Goossen) found this out at a seminary conference marketed towards pastors where I was speaking on “Business As Mission.” The conference began with an embarrassing and tell-tale moment. The keynote speaker started by innocently asking, “Can I see by a show of hands the pastors and church workers who are here?” At first no hands were raised; then, slowly and cautiously, two pairs of hands went up out of a group of 40 attendees. The clear message: businesspeople thought this topic was important; church leadership did not.

Entrepreneurial Leaders feel strongly called to entrepreneurship and yet they feel that their own church leadership does not offer

support in affirming their calling or even understanding their motivations. While church leaders may view entrepreneurs as a source of financial support, the feeling is not mutual. Entrepreneurial Leaders do not view themselves as merely being sources of financing for other mission ventures but wish to apply a range of their skills and creativity. Along with an entrepreneur’s wallet comes his entrepreneurial spirit. As a result, entrepreneurs often become disenchanted. In some instances, there may be some open criticism of business people and entrepreneurs which leads from disenchantment to disenfranchisement. One writer commented, “Many business people have stopped active participation in their religious communities because they are tired of the ministers’ or priests’ open and usually ill-formed hostility to free enterprise.”<sup>10</sup> One can only speculate at how many entrepreneurs have lost an active faith. Let’s look more closely at how entrepreneurs relate to the church.

The ELRP reveals four types of responses of Entrepreneur Leaders in relation to the church. First, they may simply disengage; they remove themselves from the church

... continued on page 16

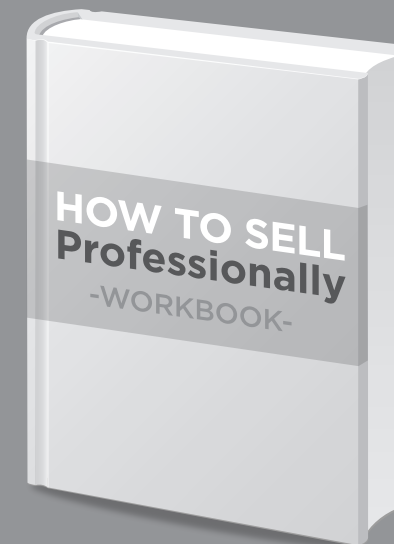
8. ELQ, Question #20, ELQ. See ELRP Analysis.

9. By “church” I mean the leadership, such as pastoral staff, of the congregation where the Entrepreneurial Leaders are members or attend regularly.

10. Robert A. Sirico. A Worthy Calling (November 22, 1993). Acton Institute for the Study of Religion and Liberty. <http://www.acton.org/ppolicy/editorials/sirico/calling.html>. Accessed on January 5, 2004.

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**Richard Scott, Clarity Business Founder**

Rich is a leading FocalPoint Certified Business Coach, international trainer and presenter. He is the founder of Clarity Business Strategies Inc. which is the 2012 and 2011 global winner for FocalPoint’s “Coaching Practice of the Year”. He is the 2012 finalist and 2011 global winner for the “Brian Tracy Award for Sales Excellence” and is the 2012 and 2010 global winner of the “Campbell Fraser Coaching Excellence Award” for top client satisfaction. He is an accomplished entrepreneur and an experienced sales and marketing professional.



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community entirely. Second, they remain in the church, but they are passive. They sit in a comfortable pew, through sheer inertia, but have checked their mind out long ago. Third, they remain in the church, and are active in their faith, but realize that the most efficient and effective use of their gifts is through a para-church organization; they bypass their home church almost entirely. Lastly, they remain in the church and are active in the church; they may have a pastor who is particularly adept at working with the business community of they may simply be committed to working through the challenges. While we do not wish to quibble over the percentages in each category, we can conclude that a significant portion of the entrepreneurial talent of people sitting in the very pews of the church is withering on the vine.

## 2 Why the Church Struggles with Entrepreneurs

Let's be frank: entrepreneurs are not always the easiest people to deal with. In fact, entrepreneurs may be among the most challenging for any organization. They can be impatient, action-oriented and non-bureaucratic. How can the church work to mobilize all the entrepreneurs within the midst to greater effectiveness? For

churches, there is a talented and dynamic group of people within its circle that views its workplace as a mission field. These talents can help the church as well as the workplace. The challenge for the church is to harness, rather than squelch, the energies and passions of entrepreneurs in their midst. Entrepreneurs generally think big. I (Goossen) heard Bill Bright, founder of Campus Crusade for Christ, comment years ago at a conference that, "Small plans do not inflame the minds of men." We could add, particularly with entrepreneurs. One Entrepreneurial Leader explained his early ambition: "I wanted to change the world by going into business rather than the Church. My family thought that because I was 'religious', it was logical that I should become a full-time paid vicar. Also, I was pressurized by churchmen to become a vicar. My expression at the time was that I wanted to blow up our society from within, rather than make minor explosions on the fringe."<sup>11</sup>

Back in 1979 Carl Kreider, in *The Christian Entrepreneur*, identified the contribution of the entrepreneur: "The unique skills they [Christian entrepreneurs] have gained in their experience in their private businesses can and should

be used to serve the larger cause of the church operating through its institutions."<sup>12</sup> The dissatisfaction of entrepreneurs with the church will have an enormous impact that will not be felt for another generation—but the impact can either be the revitalization and renewal of the faith, or an irreparable slide into irrelevancy. Are Christian institutions characterized by being innovative, creative, forward-thinking? Or, are they stagnant, lifeless, with no new ideas and no vitality?

Pastors, when involved in an active relationship with an entrepreneur, can have a life-changing impact. There are refreshing exceptions. One Entrepreneurial Leader explained that, "My pastor definitely encouraged me in my calling. He believed that I could glorify God in the business realm every bit as much as a person called to ministry within the church. He viewed the kingdom of God as extending into all realms including the business realm."<sup>13</sup> The implications of this fact are enormous for both entrepreneurial leaders and the church.

## 3 Bridging the Church-Entrepreneur Gap

There is clearly a communication  
... continued on page 18

11. Lovatt, in Goossen, ed., *Entrepreneurial Leaders* (Vol. 4), p. 207.  
12. Kreider, *The Christian Entrepreneur*, p. 197.  
13. Ewert, in Goossen, ed., *The Christian Entrepreneur* (Vol. 1), p. 102.

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gap between most entrepreneurs and their churches. How can this be bridged? To start with, what do entrepreneurs want? Do they want preferential treatment? No! The ELRP reveals that their requests are quite sensible and modest. First, entrepreneurs long to have their calling validated. They don't want a pedestal; they just want an equal place at the table. Second, they want prayer and encouragement—not at the expense of others, though. They are just saying that they value prayer and encouragement from the church leaders they respect—that means a lot to them. Third, they want church leadership to understand and respect them. They often don't feel the love from the pulpit. Business people may either be an explicit whipping boy or the pastor may adopt outmoded zero-sum game thinking of the money-grubbing businessperson who only benefits at the expense of others. Fourthly, Entrepreneurial Leaders want solid biblical teaching. They pursue excellence and they recognize that in others. No more and no less, and not an entrepreneur-specific sermon—just give them good biblical insight.

What are some practical actions steps for a church? There are four ways for a church to build good relations with entrepreneurs in

their midst. First, a church leader should visit entrepreneurs at their place of business. This simple action will not only convey respect and appreciation, but it will also allow a pastor to understand more intimately the entrepreneur's

“ One writer commented: “Many business people have stopped active participation in their religious communities because they are tired of the ministers’ or priests’ open and usually ill-formed hostility to free enterprise.” One can only speculate at how many entrepreneurs have lost an active faith. ”

daily environment. Second, understand the whole person of an entrepreneur. Don't view them as a walking wallet. Instead, understand the entrepreneurs' spiritual dimensions, also. Third, create a culture that welcomes

entrepreneurs. This can be done by being open to considering new ideas; don't say “we've never done it that way before” with the implication that we never will. Fourth, become a place where all members can utilize their gifts, exercise their calling, within a community of fellowship. Discover the gifts and resources of the entrepreneur and put them to use. The church can greatly help its own cause by tapping into the tremendous resources within its midst—it doesn't have to go outside its walls to find these people. We earlier noted the importance of support networks for entrepreneurs; church leaders can play a pivotal role “during the difficult and lonely times that occur throughout the entrepreneurial process.”<sup>14</sup>

As a further resource, in *The Equipper's Guide to Every Member Ministry I* (Stevens) offer several practical steps churches can take in equipping business and professional people. They include: teaching a theology of work, interviewing marketplace ministers in the service, offering intercessory prayers for members in the marketplace, commissioning marketplace ministers, offering integrative courses in the adult

... continued on page 19

... continued from page 18

education program, and facilitating networking of people engaged in similar marketplace involvements.<sup>15</sup>

We have pointed out what the church can do; but what about entrepreneurs? Here are four practices for entrepreneurs to work with churches more effectively. First, they should focus on providing their “transferable skills” from the marketplace. They may be resourceful and creative. They may have legal, accounting and other technical skills. They may have leadership skills that can be put to good use in a home study group. The entrepreneur should

take the initiative to offer their talents for the benefit of the church. Second, entrepreneurs need to recognize that commercial success does not and should not translate to spiritual influence. They may be very wealthy—but they may also be immature in their faith. A \$100 million net worth doesn't mean the entrepreneur should be chairperson of the building committee and on the Board of Elders. Third, entrepreneurs can focus on collaboration. They are in an environment that needs to respect the opinion of the entire congregation. They are not in a

lone ranger environment single-handedly overcoming the odds. Fourth, entrepreneurs should be discreet, but not invisible. Some entrepreneurs don't want attention (the opposite extreme of using wealth to buy influence). The danger is that discreteness may become detachment. Entrepreneurs need to get involved. In short, both entrepreneurs and church leaders can engage in a number of simple practices as a pathway to begin more fruitful collaboration for the benefit of Kingdom-building activities. ■

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14. Hisrich et al, Entrepreneurship, p. 20.

15. R. Paul Stevens, *The Equipper's Guide to Every Member Ministry* (Downers Grove, IL: InterVarsity Press, 1992, reprinted by Regent Publishing, Vancouver, 2000), pp. 91-112.

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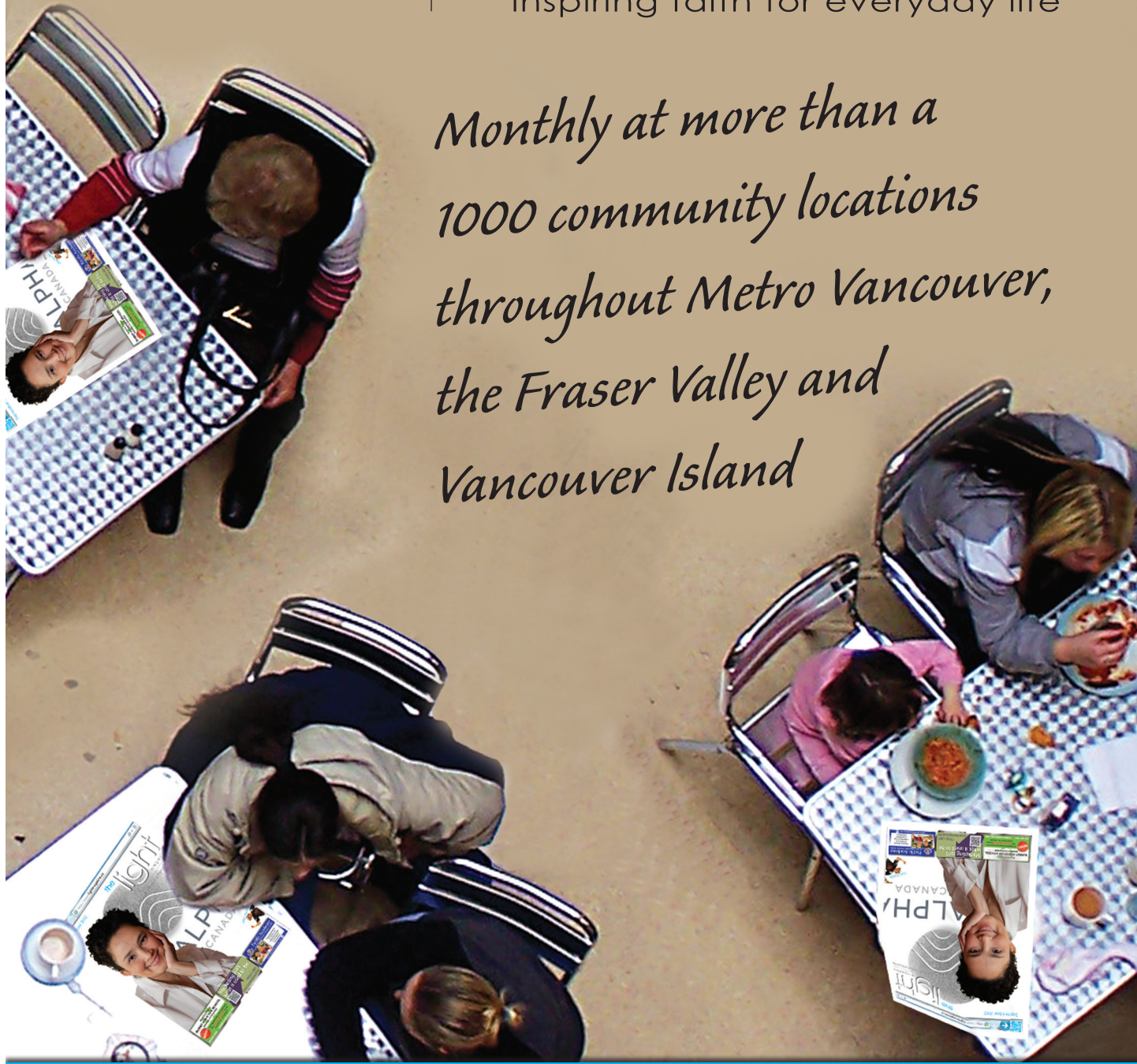
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## Sold Out or Souled In?

By Ian Daniel



After 20 years with a major company I was “sold.” I mean, I believed in what I did. Most of my friends worked there, I played on the company ball team, could defend company rates and policies in social settings, took courses to advance – and so on. I was a “solid citizen” within the group.

“Citizen” is the operative word, because among all the roles I had chosen or had been assigned, I was first a company employee. A follower of Christ? Yes. Husband? Yes. Father, son, brother, singer, guitarist, electrical engineering technologist? Yes to all those and more, but “what I was first” was not at all clear. That was about to change.

The company (wisely) set upon a course correction, leading to

large layoffs. I was told that the changes wouldn’t impact me – and they didn’t. At least, not directly. But I watched hundreds of friends and co-workers leave and in that process a question planted itself in my head and wouldn’t go away: “What would I do if it had been me?” This question occupied my thoughts for months, in quiet moments, while commuting to and from work and while lying in bed at night. In fact, it wouldn’t go away.

Over a period of time, I came to understand why this bothered me so: I wasn’t asking the right questions.

If I had been let go, not only would I not have known what I would do, I wouldn’t have known who I was. Of course, I loved my family. I also had significant involvement in our church. But my citizenship was truly vested in the company. That may seem ridiculous but I realized that I achieved a sense of value there. I received compliments, commendations and compensation. I had (what passed for) fellowship, certainly friendship. And citizenship.

And though my “citizenship” was intact, I was shaken to the core by the knowledge that my sense of “who I was” could be so profoundly altered by events beyond my control. Let’s face it: it’s one thing for an employer to tell you that

your services are no longer needed. It’s quite another to have vested so much there that loss of employment would mean losing your identity. Though still employed, I set about on a search – not knowing where it might lead.

About six months later, a friend of mine invited me to a retreat for business leaders. Like many businesspeople, I had been on enough weekend retreats to last a lifetime. This one was different, however. This was to be an entire week, unplugged from normal life. I decided to go. Once there we were led through a process of discovery – in search of God’s will for our lives. We were asked to explore the major events of our past, both highlights and painful experiences, not airing and sharing them, but rather writing each down in a word or two on small sticky notes for our own reflection. We laid them out in a time line of our lives, and we were asked to write a line or two for each, stating what we learned in each circumstance.

Then without forewarning we were asked to re-write each of the notes that represented painful experiences – onto red-shaded paper, replacing the original with red. We stood back and looked at this masterpiece of God’s hand through the events of our lives. A common theme became apparent:

... continued on page 22

... continued from page 21

most of life's memorable events involve pain. Moreover, they are the times of greatest learning. Precept upon precept, that week gave new perspective.

This experience began in me the process of re-ordering "who I was," so that in time I became first a child of God and all other roles were underneath. I became a better husband, father and company employee, because I had new-found freedom in Christ.

Two years later, I had the peace to resign from the organization where

I had worked many years, having reclaimed my citizenship for Christ. I started my own company (NCOL Internet), now in our 15th year, which delivers industry-leading web applications for business. Knowing who we are first gives great clarity to our purpose, and no doubt as to our mission, vision and values. It's truly a joy to hear our clients recommend us. Freedom in Christ is a great "place" to live. About 8 years ago we formed a non-profit entity (NCOL Ministries) to serve churches and other Christian ministries - not because it's profitable, but because it's the right

thing to do. Our success in business remains defined not just by who we are but by who we are first. With that settled, we are free indeed.

*Ian Daniel is President of NCOL Internet (www.NCOLInternet.com) and NCOL Ministries (www.NCOLMinistries.ca) with offices in Vancouver. Ian is a member of the Advisory Board of Entrepreneurial Leaders Organization.*

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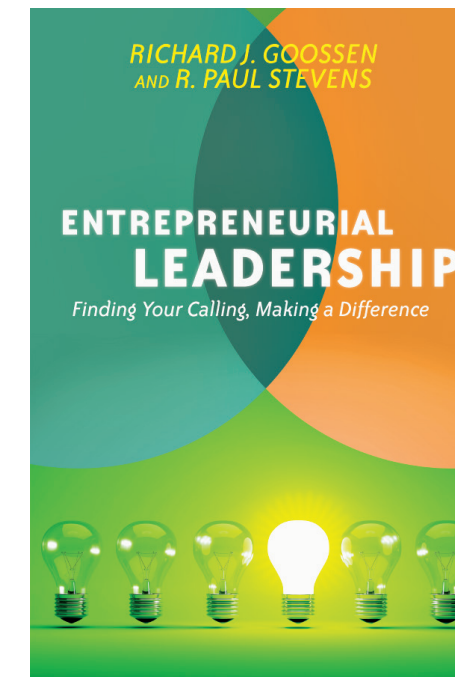
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## Entrepreneurial Leaders: Making a Difference For Future Generations

\*This extract is from Goossen, Richard J. & Stevens, R. Paul, Entrepreneurial Leadership: Finding Your Calling, Making a Difference (InterVarsity Press, to be published Summer 2013)



believers.<sup>2</sup> In the New Testament, Paul exhorts Timothy to “entrust [“the things you have heard me say”] to reliable people who will also be qualified to teach others...” (2 Tim 2:2b). In another instance, Paul refers to the passing on a legacy: “So then, brothers and sisters, stand firm and hold fast to the teachings we passed on to you, whether by word of mouth or by letter” (2 Thess 2:15). Christian leaders of the present generation likewise recognize the significance of this biblical truth. Rick Warren, for example, in *The Purpose-Driven Life* talks about passing on what you know to others.<sup>3</sup>

What will be your legacy? We do not want to have an epitaph like Jehoram who “was thirty-two years old when he became king, and he reigned in Jerusalem eight years. He passed away, to no one’s regret, and was buried in the City of David, but not in the tombs of the kings” (2 Chron 21:20). Not many wish to reach the end of their days with the realization that no one cares. One memorable quote comes from the musical *Les Misérables*, from the song “Drink with Me.”

*Drink with me to days gone by  
Could it be you fear to die?  
Will the world remember you  
When you fall?  
Could it be your death  
means nothing at all? Is your life  
just one more lie?*

For Christians, we should embody a clear focus and purpose. We are instructed, “let us throw off everything that hinders and the sin that so easily entangles. And let us run with perseverance the race marked out for us” (Heb 12:1). There are important lessons here: get rid of the unimportant; get rid of the sin which ensnares and entraps; with endurance be trained and equipped; then “run.” Rather than a job this is a “race” in a competition with a finish line and an audience.

Philippians speaks of pressing on towards the goal (Phil 3:12-14). But can we keep doing it with integrity until the conclusion of the race?

### Making a Difference to the End

... continued on page 26

1. Quoted in “Introduction”, John C. Maxwell, *The Maxwell Leadership Bible* (Nashville, TN: Thomas Nelson, 2002).
2. Some commentators may refer to this concept of spiritual legacy as “spiritual capital.” Spiritual capital can be defined as “the fund of beliefs, examples and commitments that are transmitted from generation to generation through a religious tradition, and which attach people to the transcendental source of human happiness” (Theodore Roosevelt Malloch, *Spiritual Enterprise: Doing Virtuous Business* (New York: Encounter Books, 2008), pp. 11-12). For a review of Malloch’s book on this topic see Richard J. Goossen, “Book Review of *Spiritual Enterprise: Doing Virtuous Business*,” *Faith in Business Quarterly*, June 2009 (Vol. 12:3), pp. 9-10.
3. Rick Warren, *The Purpose Driven Life*, (Grand Rapids, MI: Zondervan, 2002), pp. 309-10.

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... continued on page 22

We now turn to making a difference—wherever and however—for the long haul. The reality is that many do not end well and we must find out why and what to do about it.

## 1 An example of not finishing well

The story of King Solomon in the Kings section of the Old Testament provides an important lesson for entrepreneurs. After reciting all the wonderful things Solomon did, his achievements, projects and wisdom, the narrator uses the word, “However.” “King Solomon, however, loved many foreign women.... Solomon held fast to them in love.” In fact he had a lot of wives to hold fast to, seven hundred wives and three hundred concubines. Did he know all their names? “As Solomon grew old,” continues the narrator, “his wives turned his heart after other gods, and his heart was not fully devoted to the Lord his God as the heart of David his father had been.” (1 Kings: 11:1-2, 4). Would that this only happened in Old Testament times!

Sometimes entrepreneurs become very successful and begin to amass fortunes, multiple houses,

numerous and very expensive luxury cars, fabulous and very costly vacations, and their central love for Jesus and his kingdom grows cold. They may continue to show up to church services, but the passion for God has gone. They give into consumerism, into having the latest, into impressing people with their status-oriented lifestyle. And all too often their single-minded love for the wife of their youth is compromised or they simply abandon their aging wife for a “new and younger model.” Solomon did not finish well. He finished as a compromised old man with a dirty mind, as is so clearly revealed in another Old Testament book, the Song of Songs.<sup>4</sup> How did it happen for Solomon? We have much to learn negatively from him. It happened in stages not all at once which is why even young entrepreneurs need to plan to finish well.

First Solomon used people as tools for his own projects. He oppressed the people. He wanted to build a fabulous temple, a gorgeous palace, and then a palace for his wives, followed by store cities and special cities even for his horses and chariots. To do all this he had squeeze all he could out of

the people of Israel to fund and staff his grandiose projects. It was so bad that after he died the labor task master went to the work site and the laborers killed him. But there was more.

Solomon allowed himself to become sexually and sensually focused. This was probably happening as his male capacity for sexual arousal began to wane. So how does he deal with it? He takes on young and beautiful women to satisfy his sexual appetite. More and more of them in fact, even hundreds. But behind this was an even more subtle factor in Solomon’s demise.

Solomon allowed his foreign wives to draw him away from single-minded devotion to the God of Israel. To accommodate his new sexual playmates he allowed them to continue their worship to various pagan Gods, even to build temples and images to these vile Gods, some of whom required sacrificing babies into the fiery flames while the drums beat so loudly that they drowned out the cries. Simply Solomon became a universalist. He embraced

... continued on page 27

... Continued from page 26

religious pluralism. He did what is actually encouraged by many contemporary books and spokespersons. He moved from an exclusive faith to a universal faith, namely that there is truth in all religions and we do not need to belong exclusively to one faith.

We can see that in many Christians who start well but all kinds of factors lead them to abandon that single-mindedness: how their own children have turned out, some good and some not so good, the influence of a pluralistic society and often the influence of close associates in business from other religious backgrounds. And sometimes they marry a second or third time outside their faith and get sucked into something other than loving the Lord God with all heart, soul strength and mind. So much for Solomon. Even the centuries of raving about his wisdom cannot undo the fact that he did not finish well. But what about ourselves? Will we give in to one of the three big bugaboos that keep leaders from finishing well: sex, money or power?

## 2 A strategy for finishing well

A great beginning does not necessary mean a great ending.

And to finish well one has to practice what Eugene Peterson calls “a long obedience in the same direction” by maintaining goals and personal mission, pruning our lives of influences that would woo us away from God and his kingdom, and keeping in front of us all the way through what we are about in our lives and work. How do we finish strong? The Apostle Paul has provided a inspiring epitaph: “I have fought the good fight, I have finished the race, I have kept the faith.” (2 Tm 4:7). How do we push on purposefully to end?

**First we must keep articulating our life goals, not just when we are young and are starting a new project but all the way along.** It is helpful to have a personal mission statement and to keep it before your eyes. Mine (Stevens) is to love God with all my heart, to love and cherish my wife and children through provision, affirmation and protection, to empower the people of God for service in the world and church and to beautify God’s world by making beautiful things. Dr Walter Wright suggests again and again asking three questions: (1) What is the most important thing in your life right now? (and do not quickly say “God.”); (2) What do you want your life to be about? (3) At this point in your life

what do you want to learn next?

**Second, constantly refresh your sense of calling.** We have highlighted the importance of finding your calling in Chapter 7, throughout the text and in the subtitle of this book. Calling helps us finish well with respect to three of life’s challenges. (1) It keeps us journeying purposefully to the very end of our lives.<sup>5</sup> (2) Calling helps to prevent us from confusing the termination of our occupation with the termination of our vocations—read “occupations”—the two are not the same.<sup>6</sup> (3) Calling encourages us to leave the entire outcome of our lives to God. In one of the evocative servant songs in the Old Testament book of Isaiah the servant of the Lord says, “I have labored in vain. I have spent my strength for nothing at all. Yet what is due me is in the Lord’s hand, and my reward is with my God” (Isa 49:4).

**Third, each of us needs to have an accountability group.** This is a small group of people who know us well and who are willing to meet with us from time to time to examine what we are doing with our lives, with our thoughts, with our talents, and even with our money. They need to ask about our relationships, especially with spouse, children and people of the

... continued on page 29

4. This is not the place to expound the enigmatic book Song of Songs or Song of Solomon but the best interpretation is that Solomon is in process of acquiring yet one more beautiful young women for his collection in the harem. She, however, is already pledged to a shepherd lover to whom she goes either in dream or reality. Meanwhile Solomon “courts” her by reciting her anatomical advantages while the shepherd lover, in the end, says something like, “Solomon can have his harem but she is my one and only.” It is a poem of the beauty of erotic love with covenant partners and disgust of Solomon’s lust.

5. Guinness, The Call, pp. 241-2.

6. Guinness, The Call, p. 242.



# fighting

What happens when marriages fail?



While the names have been changed, what follows is a true story.

Living in an uninsured motor home, John was in the midst of a difficult separation. His wife Michelle refused to speak with him and he was left without access to his financial resources and home. Finally, when his lawyer contacted her, she decided it was time to talk.

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... continued from page 27


other sex. They need to explore our vulnerabilities and our strengths and to name the lie in us. Yes it is worth having an accountability group that may ask how much money we are making and what we are doing with it. David Hataj was one of my (Stevens) marketplace students at Regent College. Upon graduation he took over his father's precision and custom gear business. With entrepreneurial skill he grew from a small shop in Wisconsin to a major business that does custom gear manufacturing for printing presses and food making

machines, just to name a couple of applications. Their service is so good that David's shop operates at full capacity even though he does not spend a dollar on advertising. Recently he even posted on his website that he cannot take on any new customers for the time being. His earnings have skyrocketed from this and two other businesses he has started. But David and his wife Tracy decided at the very beginning to peg their income and lifestyle to a certain dollar amount. And they continue to live that way eighteen years after taking over the

business, thus freeing up a large amount of money for reinvestment in the business and many wonderful projects that David has developed in needier parts of the world.

A good example in Scripture and a counterpoise to Solomon is Samuel, the leader of Israel during the time of the judges. He was able to finish well. His last speech is a wonderful summary of his life. "Whose ox have I taken? Whose donkey have I taken? Whom have I cheated? Whom have I oppressed? From whose hand have I accepted a

... continued on page 30



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... continued from page 29

bribe to make me shut my eyes? If I have done any of these things, I will make it right" (1 Samuel 12:3).

**Fourth, practice thanksgiving day and night.** Thanksgiving drives away discontentment, keeps us focused on what God is doing and has done, keeps us from attributing our success to ourselves and so is an effective antidote to pride. It keeps us from becoming the center of the universe. John Calvin said that thanksgiving is the chief exercise of godliness. It is the essential spiritual posture of the child of God, as Romans chapter one suggests in contrast with the opposite, namely that life disintegrates when we refuse to give thanks and stop revering God

(Rom 1:21).

**Fifth, plan on lifelong learning.** The typical life, says Richard Bolles in his famous Three Boxes of Life, starts with 25 years of study, followed by 40 years of work, followed by 20 years of an orgy of leisure. Some older entrepreneurs go astray in their twilight years. What we need is all three all the way through—study, work and play. If we keep working, at least on some level, and keep learning, and keep playing we are more likely to end well.

**Finally and ultimately we relinquish life in this world and are left with the only treasure we can take from this life to the next.** And just what is that? First and finally and ultimately it is friendship with Jesus that we take through

the valley of the shadow of death. The new heaven and new earth is characterized by continuous communion with God. That is why someone who does want God would not want to go to heaven. But there is another treasure.

In several scriptures there is the powerful suggestion that work we have done in this life, whether in inventing a new service or dreaming up a new product, if done with faith, hope and love, and in some way beyond our imagination, can on the return of Christ be purged of sin and transfigured to take its place in the new heaven and new earth. Our labor in the Lord is not in vain (1 Cor 15:58). Work done with faith, hope and love, can pass the fire test at the end (1 Cor 3:10-15). ■

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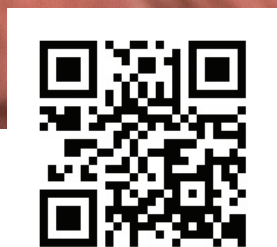
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