THE INTEGRATED LIFE

Experience the Powerful Advantage of Integrating Your FAITH and WORK

KEN ELDRED
Dear Church Leader,

Work is ministry for the people you lead as well as a vital environment for spiritual formation. But many believers have great difficulty integrating their work and their faith. You can help stop this costly error.

We have assembled a WorkLife Leader’s Sample Edition of The Integrated Life by our ministry partner Ken Eldred. The book is clear and compelling, and offers the biblical and practical tools to transform everyday work into a ministry. Check a few chapters we have included here. I know your people will grow from this book in amazing ways. Use this resource and watch God raise up an army of workers that you lead each week.

**How you can use this resource:**

1) Vision - Use it to influence your business leaders and general workforce to live for God in all of life. Give it to them or make it available to them.
2) Small Groups – use it as content for you small groups.
3) Missions – expand your missions outlook and help people see work as mission.

**To order this resource:**

Order copies of this book at this link: [buy the book here](#)

For bulk orders, Ken Eldred speaking, or more info on this resource please visit [www.integrated-life.org](http://www.integrated-life.org)

Doug Spada  
Founder and CEO, [WorkLife.org](http://WorkLife.org)
What Readers Are Saying

I loved the book... As my wife and I read, we could see how the principles in the book not only applied to the business world but to our family as well.

*Joey Burns, Real Estate Businessman, Father of Five, Colorado*

Clear and compelling—a good blend of principles and personal story.

*Brett Johnson, Business Consultant & Author, Father of Three, California*

A quick read. Well written and very applicable to a number of issues I am currently wrestling with.

*Richard Rock, Wealth Manager, Father of Two, California*

I was hooked... Very, very powerful. I look forward to taking friends and even our pastor through it.

*Justin Forman, Executive Vice President of Publishing Company, Father of One, Texas*

This is a very good book, one that seems to be a natural follow-on to “God is at Work.” ... Ken’s new book helps us see how to live out our faith in our daily work lives, and impact our co-workers, even our surrounding neighborhoods and culture. As it turns out, in my own journey of faith, I am, right now, asking some of the same questions Ken addresses. This is a timely book for me.

*Rick Thrasher, Computer Software Professional, Father of Three, California*
Praise for The Integrated Life

Ken Eldred writes compellingly about the “Sunday-Monday Gap,” sharing real-life examples of how this split impoverishes both our faith life and our business life. Eldred takes us out of this false choice, and offers wonderful wisdom and stories about how to live an integrated and abundant life.

Professor David W. Miller, Director, Princeton University Faith & Work Initiative

For years I have been blessed and challenged by the life and ministry of Ken Eldred. My prayer is that this book will challenge many to live out their faith in the high-pressure world of business, technology, and finance in the same real, vibrant, and pervasive way.

Dr. Luis Palau, World Evangelist

Ken Eldred has addressed a topic that has confused and bewildered Christians for years—how to reconcile your faith and your work. Whether you are a CEO or a bagboy at the supermarket, this book will show you how you can transform people, organizations and communities by serving others to glorify God.

Dr. John E. Mulford, Former Dean of Graduate School of Business, Regent University

Dr. Eldred’s unique added distinctive is his skill to translate spiritual values into the business equation where it connects and convinces the most astute MBA. Never have I heard a man who speaks with greater effect upon an audience! ... a must read, chock full of the nuggets of wisdom that have made Dr. Eldred such a rare find!

Dr. Jerry Johnston, Senior Pastor, First Family Church, Kansas City, Kansas
I have been privileged to work with Ken Eldred for 40 years and watch him truly integrate his faith and business skills to build profitable businesses and impact lives in the marketplace. This book can be instrumental in helping believers to integrate their faith and their work to be personally fulfilled and more successful as they work to transform the marketplace and society.

John B. Mumford, Founding Partner, Crosspoint Venture Partners

Ken Eldred has proven his extraordinary gifts in the areas of faith and business over the years, and now he has been proficient in connecting these two crucial elements of success seamlessly in his latest book ... I highly recommend that you read and study Ken Eldred’s latest book which is tremendous in its scope and vision.

Dr. Yonggi Cho, Founding Pastor, Yoido Full Gospel Church, Seoul, Korea
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To my grandchildren, Nathaniel, Daniel, Addy, David, Ariel, Deborah, Gwendolyn, and those to come—and to yours. I pray they, like their parents, will carry the torch of faith, the light of Christ into every aspect of their lives. May the Lord give them a double portion of wisdom to exceed the knowledge they will possess in the years to come and lead them to understand, inspire, and impact the world for him.
I find that believers generally understand how their faith relates to their church work, spiritual life, and perhaps even family life. But many are unable to find a meaningful connection between their spiritual life and their work life. As a result, they live in a fragmented way and miss out on the abundant life at work. That’s why this book needed to be written. It’s a paradigm-changer with transformational implications for your life.

As Ken Eldred unfolds things, the church abounds with Christians who adopt their work principles and objectives from the prevailing business culture. Believers all too rarely recognize spiritual value in everyday business—let alone have any way to view and perform work as an act of worship. Consequently, many followers of Jesus tend to see their jobs as lacking redeeming value. They separate work and worship/ministry into different compartments and become spiritually drained rather than healthily fulfilled with a joyous sense of God’s pleasure and purpose in their work.

This book gives you the why and the how for living an integrated life in which your faith gives purpose to your work. Ken Eldred reveals how your daily work in the business
world can be an act of worship, a ministry of serving others to the glory of God. Your job in whatever vocation you serve is as “spiritual” in its potential meaning as my role as a pastor-shepherd. In God’s eyes, your work and mine is worship and ministry as we serve others to the glory of God, whether in the church or in the marketplace. It isn’t about what we do but about who we are in Christ, why we do our jobs, and how we approach life.

Ken Eldred has hit at the heart of the matter, showing us how a large portion of our life, our work life, can be redeemed. He approaches this subject from the perspective of a seasoned businessman. He’s not a theologian, but I think that only enhances the power of his writing and the pertinence of his examples. Having lived his life in the business world, Ken is dynamically gifted to help fellow “laymen” capture spiritual reality in the most pragmatic terms—in ways you’ll be enriched to discover. His message is one we all need to hear, understand, and apply.

If you’re one of Ken’s fellow believers in the marketplace, I encourage you to discover how your faith and your work—and indeed, your whole life—can be more deeply integrated. I encourage you to join with a couple of friends to work through these ideas together. Study and debate them. I pray the Holy Spirit will lead you as you read this book and are encouraged that God has a deep interest in your work life. And if you’re a pastor, may you enjoy Jesus’ expanded vision for His church. Let’s take up the calling to equip followers of Jesus for ministry at work. I guarantee this book will help many people for whom an integrated, abundant life remains elusive.

Jack W. Hayford

Founding Pastor, The Church On The Way
Chancellor, The King’s Seminary and College
In the back of our minds there’s a plaguing sense that something is unresolved. We’re trying to keep our heads above water, but there never seems to be enough time for it all. We’re working so hard just to keep up. Many of us sense that our professional lives and our personal lives are at odds. We may even feel that our work and our faith are pulling us in opposite directions.

Throughout my journey, I have encountered various questions about the relationship between my faith and my work. I’m sure you’ve asked yourself a number of these profound questions as well. (Chapter 1) Why does it seem more difficult than ever to align our faith and our work? (Chapter 2) And what have we done to cope with the deep disconnect in our lives? (Chapter 3) Let’s take a quick look at the way things are—and what got us to this state.
“Hey, Rich, take a look at this!” Incredulous, I had already read it several times. First I was shocked, now I was reduced to laughter. Could this be for real? I summoned the leader of my team to check it out.

“Let me see that,” said Rich, a young, bright Harvard Business School graduate several years my senior. He headed up the acquisitions group for a part of American Standard, a Fortune 500 conglomerate in New York City with interests in many areas of business. Armed with undergraduate and MBA degrees from Stanford, I had joined American Standard in part because of the toughness I perceived in New York business people. I could use some toughening up, I thought. Rich’s reaction was more serious than mine; this was definitely not a laughing matter. “Uh, oh,” we both thought.

American Standard was considering the purchase of a Midwest manufacturing firm, and we were reviewing the business. In evaluating this potential acquisition, my role was to thoroughly analyze its business plan, market, and market position, while others reviewed the financials of the
company. It was pretty heady stuff for a young guy fresh out of business school. This Midwest company was small compared to American Standard, but it had a strategic position in the market. It was very strong in construction products and boasted a favorable sales growth and earnings record. From the financial records, the company appeared to be run very well. From a marketing point of view, it seemed to be on target for continued success.

During my visit to the company’s headquarters, I went to the president’s office and requested a copy of the five-year strategic plan. Sitting down in my makeshift office, I cracked it open and began to read. Like most plans, it started with the company’s objectives, scope of the business, competition, and so forth. These statements normally address financial goals, position in the market, vision, and objectives—what the company wants to be and what the thrust of its business will be. I was there to learn and look for any management weaknesses in the company, within the marketing effort or elsewhere. So the first thing I focused on was the objectives statement. It’s the most important statement in the document; you can tell a lot about management from what it does and does not say.

There it was, a simple single sentence fragment: “To glorify God in all that we do.” What!? I was taken aback. How could any reasonable business executive team write an objective like that? Expecting something I could evaluate using analytical methods I’d learned in business school, instead I got some theological statement!

They’d switched categories on me. Were these guys running a church or a company? I wasn’t a “church type.” But even if I was, I saw no place for God at work.

Rich and I didn’t even know where to start with their objectives statement. I moved on to review the rest of the document, which seemed pretty solid. But I remained concerned about what I had read at the outset. If that business objec-
tives statement was the best they could do, I concluded, this company’s management team must be pretty weak. Rich was downright concerned. Management was planning to keep the present executive team in place after the acquisition, and now it was unclear to him whether they’d be capable of running the business going forward. As business strategists, we continued our review of the company. Unable to analyze or comprehend the company’s religious objective statement, we dismissed it as some sort of aberration not worth further thought. We found the business sound and made an offer. The purchase of the company was soon completed, and its products were subsumed into the American Standard mix of products.


What’s the Goal?

Two years later, I found myself the strategic planning manager for American Standard’s U.S. plumbing and heating division. I was an individual contributor, a one-man band except for some secretarial support. One day, the head of the division called me into his office, and in the next half hour changed my life forever. “Ken, I’ve decided to promote you,” he said. He outlined my new responsibilities, and I walked out of his office suddenly in charge of 350 people in seven groups with an office and salary to match. At age 27, I was over the moon. What an incredible opportunity and experience! I went home after work so energized I could think of nothing else.

That night in bed I began to contemplate my future. I lay there for hours working through all the places this career
move could take me. In my mind, I had it all—wealth, position, and fame—it would just be a matter of time. Then in the darkness, when I was spent in my reverie, a troubling question formed in my mind, seemingly from nowhere. A very sick and nauseated feeling swept over me as I lay there in my dark room, contemplating the emptiness of those plans I had laid out for my life. *Is this all there is? It all seems so pointless*, I thought. *What if I wake up some day at age 60 and discover that I have missed it—and I don’t even know what it is!* It was a haunting and sobering thought. Were the objectives I was pursuing in the business world—profit, wealth, position, fame—really what it’s all about?

At some time or another, the notion that we may be chasing the wrong goal must enter the mind of everyone engaged in the economic enterprise. But we usually try to ignore it, because it seems like an impossible problem to solve. I certainly didn’t have a satisfying answer. So I plunged into my new work, and for a while, I managed to put those troubling ideas out of my mind. I could see clear skies, upward mobility, and a trajectory of success.

But soon my world came crashing down. I was hit with seven of the top ten stress producers all at once. My father passed away suddenly without warning. He was the man I respected and loved the most. My young marriage was in desperate need of repairs. So was the house we’d just bought. My boss was replaced, and my job was changed. We weren’t doing well as a division, and with the arrival of a new management team I perceived my new position as a demotion. My new team was smaller, riddled with serious problems, and saddled with profit-and-loss responsibility. To make matters worse, my new group was losing money. Then we found out my wife Roberta had what appeared to be a serious health problem.

Over the next two years, I struggled with these issues. While I had major successes with my new business role,
nothing seemed to get better in the other areas of my life. I just wanted to get rid of all my problems and felt a move back to California would be the solution. So I quit my job, my wife quit hers, and we crossed the country with a U-Haul trailer in tow. We found an apartment and settled in. It was great to be home. I set out to find a job. We felt better, and it seemed like we were on a path to correcting our problems. On the surface that may have been the case, but nothing was really settled in our lives. Something was still missing at the core.

What’s Faith Got to Do With It? (Part II)

Roberta and I resolved to give our young son Eric a chance to decide about religion. It was an opportunity we’d both been given in our early years, and we wanted to afford him the same. In good executive fashion, I put together a plan for us to follow. We would start out by attending the church I grew up in, a Presbyterian church, then we’d try the church Roberta grew up in, a Catholic church. Then why stop there? We would sample the Buddhist temple, the local synagogue, and whatever other religious traditions we could find.

As we walked into the church the first Sunday morning, the warmth we experienced surprised us. It was a personal sensation hard to describe, but we both felt it. We stayed. Roberta joined a women’s group, and I joined the men’s group to learn more. No commitment, we were just checking it out.

Soon, I ventured into reading the Bible. I wasn’t expecting it to hold up to scrutiny or to relate to modern-day realities, but I was actually surprised on both accounts. Not long after that, I began talking to God. I was learning but also struggling to get a handle on what the implications were for my life.

One Sunday morning, the sermon really tugged on me to make a decision about who was the God of my life. The
struggle was simply this: *If I agree to accept you as Lord and Savior, I thought, then I will have to become a missionary in some far-off land or a pastor in the poor section of our town.* I wasn’t opposed to the ministry per se, but it would mean abandoning the passion I had for business. I had a great background for business and almost five years of experience. I felt I could be good at it and really wanted a chance.

But I thought a career in business simply wouldn’t be good enough if I were required to be fully committed to God, to make him first in everything. If I wanted to pursue spiritual objectives and serve him, I’d have to go into the ministry. How could I truly please God in the corporate world? What does that environment have to do with the things that matter to God? Lacking any examples to the contrary, I saw no role for the truly spiritual in the marketplace. Businessmen and -women are not serious about their faith, I concluded. Those really committed to God serve him, and the place to do that is in the ministry. Ministry is ministry. Business is business.

**Business or Ministry?**

The job search was going slowly, and my time and financial resources were running out. As I stood in the parking lot that Sunday after church, I knew that Jesus was Lord and that I needed to accept him regardless of where that thread would lead. I surrendered to him my career and my plans. I submitted to his authority and waited to see what would happen next.

Business or ministry—which would it be? While seeking guidance, I discovered Psalm 37:4, which says: “Delight yourself in the Lord and he will give you the desires of your heart.” My desire was for business, but was that a biblical desire? Was that something God would give? I prayed that God
would change my desire for business if his plan for me really was in the ministry. But if he was willing to give me the desire of my heart for business, I prayed, then he would need to open my eyes to the business opportunities around me.

Does God Care About Business?

God answered my prayers by providing a job. A small company with a new product needed a head of marketing. It wasn’t just any job but one that really fit what I needed most. I found myself identifying with the experience of Abraham, whom God had asked to offer his only child Isaac (Gen. 22:1–18). My “child” was my career in business. Like Abraham, I wasn’t ultimately required to go through with the sacrifice. God was more interested in the demonstration of my willingness. And now he was granting me the desires of my heart!

When I joined the company, I wasn’t sure how I’d perform in the role. At American Standard, my confidence had been in my own skill sets and abilities. But now I wouldn’t have the support that’s normally available in a large organization. We couldn’t afford the normal information sources or additional consulting help. How was I to function in that situation? On whom or what could I rely? And how did my new relationship with God fit in with all of this?

I had this notion that weakness drove people to call out to God, and I certainly didn’t consider a lack of strength a virtue. But I also realized I couldn’t do it alone. The psalmist writes, “I lift up my eyes to the hills—where does my help come from? My help comes from the Lord, the Maker of heaven and earth” (Ps. 121:1–2). Could that apply to my business? Does God really care about what happens in the marketplace? I wasn’t sure, but I needed help. This was all new to me.
How Do You Include God In Your Business?

I found myself wishing my earthly father were around to help me. He’d been a successful businessman, starting from nothing to running the Hewlett-Packard Company before his untimely death. I longed for a mentor in my father, but of course that wasn’t possible.

Perhaps I could partner with God? Sure would be nice to partner with him, I concluded in my young Christian life. Here was a potential partner who had greater wisdom, knowledge, and capability than I would ever possess. Not only that, but he was now my father! Surely he’d want to help me wherever I needed it. *But how does one bring him into the equation? Will God really do the miraculous to help me in business? And isn’t asking him to bless my work a selfish request?* I would wrestle with these questions, as I sought to determine what role God should have in my work.

In due course, the company I’d joined was sold. It was time to move on. I felt God’s urge to start a business. One day, I was vetting some business ideas with a friend. He listed a number of thoughts, and at one point I distinctly heard a voice in my head. In fact, it was the same voice I’d heard years ago asking, “Is that all there is?” This time, the voice said, “**That’s it.**” As my friend continued listing ideas for businesses, I responded in my mind, “What’s it?” The answer was, “The company you should start.” I asked my friend and future partner to cycle back through the ideas until he came to the one God had spoken to me about. “Let’s pursue that venture,” I concluded.

Together we founded Inmac, a company that sold computer accessories by mail order to minicomputer users. It was the mid-1970s; only businesses owned computers. They were called minicomputers, though we would certainly not use that term today to describe these hunks of metal. But in
an age where a computer could occupy an entire room, these qualified as “minicomputers.”

I began the company and my workday with prayer. I still wasn’t exactly sure what it meant, but I was determined to have God be a partner in my business. Early on, I invited my pastor to come and visit Inmac, thinking he’d have some answers. He was a wonderful man of God, but after looking at all that we were doing, he finally admitted he had no clue how to help me. I invited another pastor who was known to be interested in business to come and share with me. We had a lengthy meeting in which he gave me some insights, but ultimately it left me with little to go on.

I sought ways to bring God into the business in every way beyond my prayer life. I really had no idea what to do. I fumbled around in the dark, but I kept experiencing miracles that continued to spur me on. You’ll find many of them recounted throughout this book.

Questions of the Journey

Over the years, Inmac went through ups and downs. But God was good. What started out as a two-person venture with $5,000 and a grocery bag of computer connector parts grew to a company of 1,500 employees in ten countries with $400 million in annual sales. Along the way, in 1986, Inmac had an IPO. Almost ten years later, we sold the company to Micro Warehouse, and I exited the business.

An idea God gave me became the basis for another startup company called Ariba. My long-time friend John Mumford, a Christian brother who is the founding director of Crosspoint Venture Partners, helped develop and mold the business concept. Our idea was to use the emerging Internet to simplify the inefficient, complex way companies purchase from suppliers. The founding team included some colleagues
who’d been at Inmac as well as some from Benchmark Capital Partners. Ariba was founded in 1996. Three years later, Internet companies were hot and the few business-to-business Internet companies like Ariba were even hotter. It was the darling of Wall Street and went public with a market value of $6 billion. During the next year, Ariba would be worth as much as $40 billion!

Over the course of my years in business, there were a number of questions I was forced to ask about faith and work. Is work in the ministry really a higher calling? Is it my calling? Does God care about business? What is the goal of business? Is there a connection between faith and business? Spiritual life and business life seem to operate in different spheres that have little intersection; is there a way to integrate my faith and my work? If so, what is the role of faith in business? When do I apply my talent and training, and when do I leave things to God? And how do I partner with God in my business?

Perhaps you’re asking some of these same questions today. If so, this book is for you. You may be finding, as I did, that the approaches and goals you learned in your formal or informal business training leave you with unanswered questions about the role of your faith. Like me, you may also be finding little support in the church. Some fellow believers in business have adopted methods and objectives in the marketplace that don’t reflect their faith. Pastors typically don’t discuss business issues from the pulpit or validate everyday work as a ministry and a calling. And chances are you don’t know of a church program devoted to equipping people for ministry in their work lives.

The challenge is to integrate the ageless and immutable truths of God with our work in the marketplace. But unfortunately, that’s becoming a growing challenge. Connecting our daily work with biblical values and the example of Jesus isn’t getting any easier. Here’s why.
Chapter 2

Trying to Keep Up

I think there is a world market for maybe five computers.  
(IBM Chairman Thomas Watson, 1943)

Outsourcing is nothing less than a full-fledged mega-trend both here in the U.S. and around the world.  
(Fortune Magazine, 1995)

There are never enough hours in a day, but always too many days before Saturday.  
(Hanson’s Treatment of Time)

The Good Ol’ Days

My father worked with Bill Hewlett and Dave Packard from the early days of their startup venture. Not only has HP become one of the largest, most successful computer companies of all time, but it’s spawned many other innovative technology firms. So I’ve witnessed the Silicon Valley high tech industry grow from a single sapling to a forest.

I occasionally encounter elderly folks, including family members, who have lived here all their lives and remember
The days when there were no technology companies in the area. They wax nostalgic at their childhood. Life was simple, the valley was filled with orchards and ranches, towns were identified by large open country in between, traffic wasn’t a problem, technology was simple, and real estate was inexpensive. They barely recognize today’s Silicon Valley filled with office complexes, urban sprawl, technological breakthroughs, bumper-to-bumper traffic, and young knowledge workers who could become overnight billionaires. Ah, the good ol’ days.

*The Only Constant Is Change*

Today we’re in a brave new world. Business is tough and increasingly global and competitive. The marketplace and individual jobs are undergoing dramatic shifts, often in response to groundbreaking advances in technology. Both the volume and availability of information are constantly increasing. If you suspect things are moving faster today than ever, you’re right, and the implications for us are staggering.

*Faster and Faster*

In the 1960s, Intel co-founder Gordon Moore observed that the computing power available for a given price was doubling every two years. He predicted that this trend would continue into the future, and it has. This may not seem significant, but consider that something that continues to double every set period of time isn’t just undergoing linear growth—it’s actually growing exponentially!

This exponential growth has held up for at least a century, and there’s evidence to suggest it will continue.¹ If Moore’s Law continues to hold, the computational power of one human brain (2 x 10¹⁶ calculations per second) will cost
$1,000 by 2023. By 2037, it will cost one cent! \(^2\) Technological advances will affect our jobs, companies, industries, and required skills, but the accelerating rate of change makes it very difficult to envision the future. And that uncertainty leaves us anxious or even fearful.

**The Insecurity of Jobs**

When you order from the drive-thru at the McDonald’s off U.S. interstate highway 55 near Cape Girardeau, Missouri, you’ll get fast, accurate, and pleasant service. But if you’d expect to see the face behind the friendly voice at the pickup window, you’d be mistaken. Little do you know that the person taking your order is at a call center more than 900 miles away in Colorado Springs, Colorado. The call center workers earn slightly more than restaurant employees, but by cutting order time by about a third and mistakes by a half, they’re said to be well worth the extra pay. \(^3\) *How soon until fast food jobs are outsourced to India?* you might be asking. *And if minimum-wage jobs aren’t safe, is mine?* It’s a question many of us in the marketplace think about.

Outsourcing and offshoring have evoked fear and anxiety in many of us working in the Western world. “The truth is that we are living through a moment of maximum uncertainty,” says BusinessWeek. “Outsourcing looms large as a potential threat because no one knows how many jobs and which industries are vulnerable.” \(^4\) Globalization is putting everyone in the game and allowing the rest of the world to catch up. And we’re feeling the heat.

Not only are many jobs moving to lower-cost locations; some are disappearing altogether. Consider telephone operators, who were once the backbone of the telephone industry. Today their functions are almost entirely automated. Secretaries are a thing of the past. Dictation and letter writing have given way to the Internet and handheld com-
munication devices. In every industry we see jobs changing or disappearing.

Those jobs that aren’t moving or disappearing are undergoing rapid change. All of us are impacted by technology in one way or another. No one is immune. Whatever happens in the future, we know that the work we do now will change materially.

The Insecurity of Companies

Nothing makes us more uncomfortable than the growing “topple rate,” the rate at which top companies lose their positions as market leaders. A McKinsey study looked at companies in the top 20 percent in revenue in their industries and monitored how many dropped out of that leadership group within five years. It found that between 1975 and 1995 the topple rate for these firms doubled. The authors also suggested that it could double again in the next two decades.5

Who would have imagined that industry leaders like General Motors would fall so quickly? GM led global auto sales for 77 straight years, from 1931 to 2007.6 Less than two years later, the company filed for Chapter 11 bankruptcy protection and only survived due to a bailout by the United States government. There is less and less security in being large and established.

The Insecurity of Industries

I’ve seen entire industries come and go in what seems like a flash. Consider the minicomputer, which predated the PC. You may not have heard of it, but Digital Equipment Corporation (DEC) was a pioneer in the American computing industry. During the 1970s and ’80s, its PDP and VAX minicomputers were arguably the most popular with the scientific and engineering communities. At its peak in the late 1980s,
DEC employed more than 100,000 people. It was the second-largest computer company in the world.

But microcomputers soon entered the scene, and DEC never recovered. Its proprietary technology quickly lost out to smaller machines with more open architectures. Layoffs followed layoffs, and divisions were sold off. Within ten years of its height, DEC was no more. The entire minicomputer industry went from cradle to dominance to grave in two short decades.

Today, the life cycle of industries and corporations can run even shorter. Virtually everyone is vulnerable. We’re left with a sense that there’s no security in the marketplace. Jobs aren’t safe; companies aren’t safe; industries aren’t safe.

What will the world and the marketplace look like in the future? Will my skills still be in demand? Change, especially change we can’t really envision, evokes a sense of uncertainty and fear. And that insecurity places a huge burden on us.

**The Unsettled Free Agent**

While past generations were content to spend decades at a large company working toward a pension, today’s marketplace is filled with free-agent workers who have little attachment. Anxious workers no longer entrust themselves to corporations, let alone to a single company. Our security is in our degrees, experience, and skill sets rather than in the established, secure corporate name of our employer. We bounce around from organization to organization, chasing greater salaries, responsibilities, or personal fulfillment. The question often asked is “How can I profit from this opportunity?” Commitment is viewed as an outdated impediment to realizing our potential.

Today it’s everyone for himself. People now operate from their own agendas, and the mantras in the workplace have
become “Watch out for number one” and “Cover your back-side.” The resulting environment is an individualistic, macho jungle with a “gotcha” attitude. In this godless climate we’re left to question whether God has any role in business at all.

One of the reasons workers are often transient free agents these days is that they’re constantly seeking meaning, fulfillment, and happiness in their jobs. But in many cases that goal remains elusive. They seek fulfillment in terms of material rewards and personal prestige and then bemoan the fact that they find no pleasure in the everyday tasks they perform. People are actually less fulfilled and more likely to experience meaninglessness in their lives and work than ever before.7

The level of dissatisfaction experienced at work leads many to adopt a very negative attitude toward their daily occupation. We’re just getting through it, doing our time, constantly looking over our shoulders or considering other work options. Work is seen as a cost, the price one must pay. Already resigned to a miserable work experience, we look to hobbies, entertainment, travel, and ministry for joy and personal fulfillment.

No Time to Think

Technological improvements can increase our productivity and effective wages and suppress the cost of goods we buy. But these advances carry a cost. We have so much change and information to process just to stay abreast of all the developments related to our jobs, companies, competitors, industries, and technologies. Information is so readily available, and the rate of progress is so fast. It can be overwhelming just trying to keep up with it all! But if we’re going to be effective in our work, we need to invest the time and energy it takes to stay on the cutting edge.
On top of the demands from our work, we need to honor other commitments in our lives. Often these various obligations conflict or collide, and something has to give. Outside obligations seem to infringe on our ability to succeed at home, and serving God is one more thing for which we don’t seem to have the bandwidth. We feel we simply don’t have enough hours to excel in all areas of our lives. Many of us are left overextended and pulled in different directions.

Unfortunately, we also lack the resources to tackle the additional challenge of connecting our faith with our work. We simply don’t have the time to process what’s happening. We’re near or at a moment where the speed of life and technology are leaving us behind, as we run to catch this parting train. There is simply little time to reflect—let alone do more.

And even if we did have the capacity, the task of bringing the immutable truths of God to bear on our constantly changing workplace is like trying to hit a target that’s moving rapidly in unpredictable directions. So as our lives take a pounding from workplace influences, we’re left with an unsettling sense of disconnectedness.

**We Are Led to Conclude**

There are some profound forces that are heightening the tension at work—and thus the tension between work and faith—for many in the business world. Technology is advancing at an ever-increasing rate. Competition is intensifying across borders; we’re now facing a world economy. An ever-increasing amount of information must be digested just to keep up. Performance demands on the worker are as high as ever, even as we sense that our jobs, companies, and industries are less stable and secure. The relationship between companies and employees is changing; there’s less commitment between
individuals and organizations. All these forces affect the way we look at work, perform our work, commit to work, value our work, and enjoy our work.

Challenged with the fast-paced, turbulent work environment and competing commitments to family and faith, we rarely find the time or resources to resolve the host of unsettling and unsatisfying feelings that believers in the business world may experience. We may find ourselves identifying with some of these:

- I can’t seem to balance the demands of work, family, and spiritual life. The competitive forces and personal demands of the workplace leave me with the sense that there’s an irresolvable tension between succeeding at work and succeeding at home.
- I feel so insignificant in the scheme of things. In reality I’m just getting by at work. Or in reality I have triumphed only through sheer luck. Either way, I don’t want to tell anyone.
- I can’t seem to reconcile my work with a desire to serve God. I feel the need to leave the business world in order to really please him.
- I don’t really subscribe to the materialistic objectives of business. Making a profit off someone else just doesn’t seem noble.
- I really ought to be doing something else—if only I could. The dog-eat-dog world of business is no place for a serious Christian.
- I am preoccupied with so many issues that at any time could affect my job, leaving little time to consider the relation between my work and God.

The current marketplace is a fast-paced jungle, and many of us feel ill equipped to navigate it. We’re finding it difficult or impossible to reconcile the increasing demands of the mar-
ketplace with those of our home and spiritual lives. Family, church, work—they all want and deserve a piece of our time. They all demand our focus, commitment, and investment. How do believers cope with these competing interests? How does anyone survive in this competitive and unreliable work environment and yet maintain a vibrant personal faith?

One Christian author suggests that when you return home from work, you leave all your workday problems outside the front door. You should imagine your work issues and concerns being like a coat you take off and hang on a tree. When you leave for work the next morning, you simply pick them up again as you walk out the door. This might sound like sage advice, but it leaves us with a life of different worlds, values, and rules that do not intersect. When putting on our work coats in the morning, many of us will leave behind our family and faith coats. I’ve come to realize that this is a coping mechanism that’s part of the problem rather than part of the solution. It’s called compartmentalization, and many of us reflect it without even realizing it.
Religion has become privately meaningful and publicly irrelevant.

(Dr. Peter L. Berger, Boston University)

Integrity means my whole life is integrated together—no secular, no spiritual.

(Rick Warren, author, pastor)

The harmony of [God’s] being is the result not of a perfect balance of his parts, but of the absence of parts ... He does not divide himself to perform a work, but works in the total unity of his being.

(A. W. Tozer, author, pastor)

Our Coping Mechanism

In order to cope with the demands of work, family, and faith, we have created a solution, the compartmentalized life. We operate in more or less segmented spheres that have little overlap. I cannot give you all the research to support this conclusion except to say that I see it everywhere. And I myself bought into the concept early in my walk with Christ.
What are the compartments we live in? Here are some of the most prevalent.

The family life compartment includes our spouse, children, extended family, and close friends—and how we deal with them all. The primary motivation in relation to this compartment is love. While we might treat the various circles of our family life differently, we certainly don’t want to project our cold and professional business demeanor to them. We have a different way of interacting with our friends and family than we do at work. We apply a different lens through which we relate to them—love.

For some, the family life compartment may overlap with another compartment we consider part of our “private life,” our spiritual life. Spiritual life includes our relationship with God as well as with others in the church, and as with the family life compartment, here the primary motivation is love. God’s love compels us to love. Indeed, those who follow Jesus are called our brothers and sisters in Christ, and we treat fellow believers to some extent like family. Since love is the motivation of both our family life and spiritual life, we tend to allow these spheres to work together more than we do the following two compartments.

The work life (or business life) compartment operates under a different set of rules than our spiritual and family lives, and thus we think of it differently. Being the breadwinner is serious stuff. There’s no room to fool around. Even followers of Jesus often believe they must do whatever it takes to get ahead. It’s a dog-eat-dog environment in which our spiritual life has no real place. And if not properly checked at the door, our faith might actually keep us from succeeding in our business life. We often justify the pursuit of financial success, power, and fame by a need to meet our family obligations. The need to care for our families certainly seems more noble than those other objectives, but it doesn’t ultimately change what we’re pursuing or how we’re relating in our work life.
As with the business realm, the political life compartment seems characterized by anything but love. It’s divisive. We’re turned off by perceptions that politicians are tossed by the currents of polling results and will say anything to get elected. We may discuss politics at home, but not in public. Politics may jeopardize business relationships, and it has no place at church. Jesus would be above all that. Though this book doesn’t delve into this area, I contend that our political life, like our business life, is often inappropriately compartmentalized from our spiritual life.

There are other compartments individuals have established, such as entertainment or sports and recreation lives. However, the ones described above are simply the four most common ones I see. Whatever the spheres, we’ve segmented our lives into compartments with little to no overlap. More to the point, our spiritual life is divorced from other important realms it should permeate, including our work life. Most of us never consciously intend this compartmentalization to happen, but it becomes an all-too-easy and all too common reality.

**Messages of Compartmentalization**

After committing my life to God, I was convinced there was no connection between faith and work. After all, those much more versed and professionally trained in the Bible never brought up the subject of work or business or even acknowledged there might be a value in it. That led to the impression that I could not truly serve God in business. Many of us who have been “churched” are left with a similar outlook.

My fellow believers in business reinforced the view that there’s no intersection between work and faith. Only personal, relational, spiritual, or family matters were the subject of discussion or prayer. Nothing relating to their business lives was brought before God. Some significantly segregated
their business lives from their church lives. I met business-
men and -women who possessed strong business skills, but
their attitudes and actions at work bore little resemblance
to biblical norms. (Later I was shocked to find these same
people in church.) Their lives at work simply operated under
a different set of rules than what might be expected from a
follower of Jesus. Faith and business don’t mix.

So neither our business training nor our church train-
ing offers a means for integrating faith and work. In fact,
they both offer basic messages that reinforce the concept of
keeping business and faith separate. Secular business school
doesn’t want us to sully business with spiritual pursuits,
and church doesn’t want us to sully our faith with business
pursuits. And so we operate in very disconnected and very
different worlds. We don’t carry our faith to work. We go on
leading our compartmentalized lives.

Our Compartmentalized Lives at Work

One reason we segment our work life from our spiritual life is
the perception that they have irreconcilably different goals.
If business schools preach the objective of profits, churches
preach the objective of souls. These two objectives are liter-
ally worlds apart. Believers in the marketplace typically
acknowledge both goals as important, yet they have no way
to reconcile the two.

I’ve observed three ways people usually deal with diver-
gent business and spiritual goals. Maybe you can identify
with one or more of these attitudes. If so, you’re certainly not
alone.

The Schizophrenic Believer in Business. One way to
deal with the different objectives and attitudes found in our
business world and our spiritual world is to live two lives.
We become schizophrenic. There is a proper place for faith,
but at work it’s all about business objectives. Our business persona is tough, driven, competent, analytical, professional, savvy, and independent. Faith and strict adherence to biblical values would only interfere with business success. Better to leave that for church life. After all, business is business, right?

**The Double-Minded Believer in Business.** Another way to deal with the different objectives we perceive in our business life and our spiritual life is to devalue the one and covet the other. We become disillusioned with the unspiritual nature of secular work and yearn after work in ministry where our efforts would have more spiritual value. We become double-minded. The belief that our work is ultimately meaningless prevents us from fully engaging in our daily tasks, and we approach our work halfheartedly. We seek to minimize the demands of the business life compartment in order to maximize our time available to the spiritual life compartment. We dive into church activities and programs and may even desire to work for a Christian organization. After all, a spiritually committed person should serve God, right?

**The Serial Believer in Business.** Some of us deal with the different goals we perceive in the marketplace and the church by segmenting our lives into different phases or time periods. “I’ll do ministry after I’ve made enough money,” is a statement typical of this thinking. We tackle the business world first, seeking to achieve a certain level of success, prestige, or wealth. We may rationalize that these objectives are necessary to enable the second, more noble phase of our lives. Once successful, we shift gears, free to work for God in the ministry—to do something significant with our lives. Then we can really serve God, unencumbered by the struggles, stresses, and tensions of secular work. After all, we can’t serve two masters, right?

Each of these three outcomes leaves us with a lack of integration between work and faith. The schizophrenic person
sees no connection between work and faith and so conducts business in a way that has no relation to his faith. The double-minded person sees no connection between work and faith and so concludes service to God must take place outside the secular marketplace. The serial person sees no connection between work and faith and so concludes he should pursue business first and ministry later. Each of these is an expression of compartmentalization that keeps the walls of separation between spiritual life and business life firmly intact. And ultimately that leaves most of us with a deep sense that something’s missing.

So we compartmentalize our work life and our spiritual life, you may be thinking, but contrary to what you’re suggesting, I think I can manage it. Is this issue really that serious? In short, yes. Compartmentalization has a negative impact on the workplace, on the corporate church, and on the faith and work of individual believers.8

The Corporate Results of Compartmentalization

Impact on the Marketplace

As a result of compartmentalization, we fail to be salt and light in the marketplace. We’re unprepared for and uninvolved in reaching others. The workplace isn’t seen as the proper venue. If we’re to influence others in the marketplace to become followers of Jesus, we need to take our faith to work.

When our faith is divorced from our work, we also fail to infuse industry with biblical values, practices, and views. By compartmentalizing God from our work life, we adopt wholesale the ethic of the marketplace without infusing it with the fragrance of Jesus. Even worse, some who separate work from faith tend to focus on what is legally defensible rather than on what is right in the eyes of God. The result-
ing marketplace suffers from a lack of personal trust and is marked by cold-hearted, self-seeking, or even corrupt business practices.

**Impact on the Church**

Compartmentalization harms the church’s ability to reach those who aren’t followers of Jesus, as the majority of the church’s week is isolated from the effort to impact them. Compartmentalized thinking leads to the notion that the marketplace is not the venue for spiritual objectives. Rather, church is where spiritual objectives are to be pursued. Thus, we focus on reaching nonbelievers inside the walls of the church where the professionals reside. Our efforts are on bringing people to church rather than on bringing the church to the people. Meanwhile, to nonbelievers the church hardly seems like a place to go to find answers to their most pressing problems at work.

Compartmentalization also produces a faith that is marginalized from the bulk of our weekly activities. If God doesn’t relate to our daily work and may not even care about it, we’ll just check back on Sunday. Donald E. Wildmon, president of the American Family Association, wrote an essay titled “That’s What Christians Do Now” in which he describes the prevailing attitude: “Me, I go to church, the minister preaches, I go home. That’s what Christians do now.” (See Appendix A for this powerful essay.) And the result of our faith being marginalized from the public square, of course, is that society reflects few biblical footprints.

**The Personal Results of Compartmentalization**

**Impact on Our Faith and Family**

On a personal level, compartmentalization also lessens our spiritual drive. If spiritual objectives are reserved for those
working for churches, missions, and other religious organizations, then those of us in the marketplace are relieved of those responsibilities. We leave the heavy lifting to the professionals. As a result, our own spiritual muscles atrophy.

Compartmentalization also leaves us in a particularly unstable position. It will lead to one of two outcomes. Some of us will attempt to “do it all.” Of course, that eventually leads toburnout, which leads to dropping out. Burned-out individuals have neither joy nor freedom, only feelings of hopelessness. Others will neglect important areas of their lives. Depending on which area seems to be the most meaningful or comfortable, we will ignore either family or business needs. Neglect of family can lead to divorce or a loss of relationships with children. Neglect of business or work can lead to lackluster performance and management feeling we’re “not in the game,” which at best leads to being passed over for promotions and at worst leads to losing our jobs.

**Impact on Our Work**

We may segregate our faith from our work to the extent that biblical morality and principles have no effect on our business dealings. We conduct business just like any person who doesn’t claim to follow Jesus. We compromise our morals, we exhibit poor work ethics, we mistreat colleagues, we play power politics. These are all characteristics we seek to avoid in our personal and spiritual lives, but they represent our work life.

Christians in the marketplace who compartmentalize faith and business do not tap into the wealth of resources that are available. While issues in the church or at home may be routinely subjected to prayer, biblical inquiry, and guidance from the Holy Spirit, how often do we access these resources when conducting business? If we leave God out of our work, it’s like we’re running an eight-cylinder engine with only one sparkplug!
Compartmentalized living is not an option. It is unsustainable and leads to bad outcomes, both on corporate and individual levels. The Scripture calls us to a life of integrity.

**A Lack of Integrated Oneness**

The biggest single outcome of the compartmentalized life is a lack of integrity, or integrated oneness. In short, the compartmentalized life is the disintegrated life. When God works in different spheres, he isn’t compartmentalized or divided; he exhibits integrated oneness. “All of God does all that God does,” says A. W. Tozer. So should we. But sadly, we suspend some attributes, abilities, and resources as we move from sphere to sphere. Compartmentalization is the very thing that weakens us.

I’ve come to realize that God wants us to lead integrated lives in which our faith influences every sphere, including our work in the marketplace. “There’s no way we can compartmentalize our faith. We don’t have any choice about it,” says Larry Collett, EVP of Cass Commercial Bank. “We are integrated, consistent people. Therefore, the integration of our faith in the workplace should be as natural as it is at home, with our families, or at church. We should not be different people at different times and different places.” God asks us to be his agents of redemption in workplaces, neighborhoods, homes, societies, and congregations. He wants us to move from compartmentalization to integration.

**On Balance and Integration**

Whether we’re in the marketplace or not, many of us are desperately seeking to balance our lives. Sadly for countless people, these two compartments compete with the others.
Love has few demands while work has many. We’re conflicted between the different obligations and priorities in our lives, and there never seems to be enough time to get it all done.

The often less demanding compartments characterized by love (family life, spiritual life) compete with the more demanding work life compartment. Usually, the squeaky wheel gets the grease, while other parts of our life suffer. Trying to avoid this and keep all the balls in the air, we’re in a constant state of fatigue, as we’re running in overdrive.

**Is Time Management the Answer?**

Time management techniques are designed to maximize what time we do have available. But why do we want to gain all this time? Often, it’s to do more of what we’re already doing! To have more meetings, read more e-mails, and meet more customers. “The problem is time management techniques face the time problem at its point of greatest tension and claim to relieve that tension, but do so without requiring any radical break with our style of life,” explains Robert Banks. “Time management techniques don’t require us to challenge our fundamental views of time.” In short, time remains the idol that rules our life—time management is just an attempt to squeeze more out of it.

Sensing that our work is infringing too heavily on our personal and spiritual obligations, we’re looking for ways to free up more time to “do more important stuff.” I think all of us in the marketplace have felt at one point or another that our jobs have gotten in the way of things we really value, from attending Johnny’s soccer game to serving in a church ministry to deepening relationships with friends and neighbors. Indeed, many of us would do well to find a different allocation of our limited time. But balance alone isn’t enough. A balanced life can still be very compartmentalized. Let me explain.
The measure of balance in life is time and priority: How much of my life is spent at work, and how much is spent on family, friends, faith, and community? And how should I be prioritizing these different areas of my life? Those pursuing better balance alone may succeed in reducing their work hours and increasing their family and ministry time, but that still leaves them with a sense that their work lacks spiritual value—or worse yet, that their business is being conducted on principles that run contrary to their faith. In fact, I’ve found that many business people who pursue balance never even consider whether their faith is truly integrated with their work or how it can be better integrated. They’re simply looking for ways to reduce the time requirements of their jobs or somehow fit it all in.

By contrast, the measure of integration in life is lordship: How is every aspect of my life (work, family, friends, faith, community) a ministry of serving others to the glory of God? When you pursue integration, you’re forced to consider the how, what, and why of your work, not simply the when. Rather than just writing off your work hours and seeking to minimize them, you will find ways for your faith to transform how you perform your work, to affect what you do at work, and to redefine why you work. You will give spiritual value to your time at work. The key to redeeming more of your time is to integrate, so that all spheres of your life move in the same direction, glorify the same God, and operate under the same values.

Balance or Integration?

Of course, there’s no tradeoff between balance and integration. Balance without integration leaves us compartmentalized, while integration without balance leaves us without a sense of priority. We need both.

We need to make sure our lives are balanced—that we’re committing the proper amount of time to each aspect of our
lives in which God has called us to serve. We also need to make sure our lives are integrated—that we’re thinking of and practicing each aspect of our lives as a ministry of serving others to the glory of God.

**The Importance of Priorities and Balance**

Many of our time problems are attributable to poor priorities or to poorly understood priorities. “We will gain more time by properly understanding [God’s] will for us than by all the time-saving suggestions put together,” notes Banks.\(^{13}\) We need to undergo a radical reappraisal to reveal where we have strayed from the mission God has given us and let go of things that get in the way of pursuing it.

Priorities should be set up for our whole life, and our work is only one aspect of that. Our business has to fit into our life goals, not the other way around. When I started Inmac, I was faced with a decision regarding my personal involvement with the company. Entrepreneurs pursuing startup ventures notoriously pour their lives into the endeavor. God was teaching me that success could only be defined by a closer relationship with him (“Seek first his kingdom and his righteousness, and all these things will be given to you as well”—Matt. 6:33), my wife, and my kids (“If anyone does not provide for his relatives, and especially for his immediate family, he has denied the faith and is worse than an unbeliever”—1 Tim. 5:8), and only then by a successful business.

I realized I must be true to those priorities, not just pay lip service to them. As business people are inclined to do, I developed a plan. After calculating the number of waking hours in the week, I then considered time devoted to God. How many hours a week would be needed to ensure that I was growing in knowledge and intimacy with him? I repeated the exercise in order to set aside adequate time for my family. What remained in the week for work? Forty hours. (A similar analysis may not
yield the same results for you, but the exercise is worth the effort.) I concluded that would have to be enough. They’d be an intense forty hours, but I reckoned God could make it work.

As you might surmise, my proposed forty-hour workweek wasn’t well received by the venture capitalists I approached to fund our fledgling company. While they passed on investing in the business, I knew I was honoring God’s priorities. (We ended up raising $50,000 from friends and family instead, and as a result of bootstrapping the startup venture, we ultimately maintained a greater equity interest in the company.) I gave the venture forty hours a week and did not work on the weekends. Mind you, those hours at work were intense, and I was forced to focus on the important. God was faithful to make the most of my efforts.

Having observed too many people who worked seventy hours a week for years only to burn out or to find their marriages end in divorce, I sometimes gave a speech to Inmac employees and fellow members of the business community titled “Why You Need to Work Only Forty Hours.” It ran directly against the grain of Silicon Valley’s conventional wisdom that says working longer and harder leads to success. I pointed out that a workaholic lifestyle is unsustainable in the long run. As we pursue personal heroics in the workplace, there’s no margin for emergencies or reflection. And by making our business or career our overriding priority, we sometimes fail to make the rational, objective, and tough business decisions. I’ve seen people whose identity is so connected to their business that they don’t recognize when they’re pursuing a bad business concept. They simply cannot let go.

I hear people excuse their minimal time commitments to family, faith, and friends by saying, “I’m focused on spending quality time with them.” I call it the “quality, not quantity” trap. In relationships, there is no quality without quantity.

I should also note that workaholism is not confined to the secular marketplace. Pastors and missionaries will report how
overcommitted and busy their lives are. It’s sometimes excused as “wholeheartedly serving God” or “putting God’s work first,” but workaholism is idolizing work whether it’s in the church or in the marketplace. We need balance in our lives.

**The Importance of Integration**

Integration is another important pursuit, and it has a different, potentially more powerful effect on your life than balance. Think about how you can bring spiritual significance to more of your life. If you spend sixty hours per week on work-related activities (commuting, working, having lunch, thinking about work), that’s about half your non-sleep time. The rest is available for stuff you deem spiritually or otherwise significant (faith, worship, family; perhaps even community, play, and friends).

Let’s say you cut your working hours by two hours a workday, which many of us would consider a major coup. If you spend that time on activities you consider to have spiritual value, you’ve “redeemed” ten hours a week. But that noble effort to balance your life still leaves it compartmentalized. You still sense that the remaining fifty working hours have little or no spiritual significance.

Integration is the key to changing that mindset and thus “redeeming” the vast majority of your time, the hours devoted to work. When your work is a holy calling and a ministry, it’s loaded with spiritual significance. All that time you spend at work has spiritual value. So while balance alone might redeem some hours, integration can redeem far more!

**How Shall We Then Live?**

What if we recognized a deep connection between faith and business? What if biblical values weren’t roadblocks but actu-
ally the source of successful business? What if the real goal of business were more noble than profit maximization? What if we could see our everyday work as having spiritual value? What if we could approach it as ministry? What if it were our calling, a calling as high as that of a pastor or missionary? What if God cared deeply about our work and wanted to be involved? And what if we could even partner with him in our business? That’s the paradigm of work and faith that forms the basis of the integrated life.

But how do we get out of this compartmentalization? That question is the beginning of a journey for many. It was for me. Many of us need to be retrained. We have adopted certain notions about the goal of business, the source of successful business practices, the ultimate value of secular work, the nobility of business, the meaning of ministry, the nature of a calling, and the role of the church. If we are to experience an integrated life, we need to reexamine these concepts. We need to be transformed by the renewing of our minds (Rom. 12:2). We need to adopt a new, biblical paradigm that connects faith and business.

Everything you learned in business school and church is wrong. Well, not really. But one of the reasons we compartmentalize our lives is that we operate on faulty tenets and beliefs that keep us from connecting our faith with our work. In the following sections, we will examine and correct key misconceptions on which our work–faith compartmentalization is built. Over the years, God has opened my eyes to more and more of these issues, and I suspect he’s not done yet. But for now, here they are—what I didn’t learn in business school and what I didn’t learn in church.
In nothing has the church so lost her hold on reality as in her failure to understand and respect the secular vocation.

(Dorothy Sayers, author, 1949)

Our work is not something that interferes with genuine spirituality; it is integral to what it means to be a Christian.

(Dr. Gordon T. Smith, author and theologian, 2006)

If the gap between Sunday and Monday is going to be effectively bridged, the church scattered will need as much emphasis as we have given the church gathered.

(Dr. Ray Bystrom, professor of pastoral ministries, 1995)

Neglecting Your Work

“How can anyone remain interested in a religion which seems to have no concern with nine-tenths of his
life?” asks British author and Christian apologist Dorothy Sayers. About 2,000 people who regularly attend church and who call themselves Christians were asked, “Have you ever in your life heard a sermon, read a book, listened to a tape, or been to a seminar that applied biblical principles to everyday work issues?” More than 90 percent of those surveyed said they never had.

In its various forms, work is mentioned more than 800 times in the Bible. That’s more than worship, music, praise, and singing combined. Unfortunately, this significant and highly important aspect of our lives is receiving short shrift in the church. The silence leaves us with the impression that secular work is unspiritual and of no importance to God. Even worse, we’re often left with the perception that business and faith are pulling in opposite directions.

What I didn’t understand is that the real goal of business is aligned with the mission of the church. Business and church needn’t stand opposed or compartmentalized; they can work together toward a common goal of serving others to God’s glory and advancing his kingdom. In fact, the church has an extraordinary opportunity to affirm, equip, and commission working believers to important spheres it labors to reach. But I also didn’t understand that doing so will require churches to rethink their assumptions and change the way they do their business. In this chapter, I’ll describe the current situation in the church, explain how the goals of business and church align, present a new paradigm for the church, and provide examples of a few churches that are already deeply ministering to people’s work life. So fasten your seat belts!

The Damage of the Greeks

Several years ago, a respected pastor blessed one of my grandsons, Nathaniel. “He will become a great pastor!” He
made this pronouncement over the infant in a manner that evoked images of Simeon and the baby Jesus. We were overjoyed. A pastor! Then it struck me. It was so subtle, but I had succumbed to it. Why did I consider the prospects of my grandson’s future as a pastor more special than a future as a businessman whose ministry was to serve others and share the gospel through business? After years of understanding that my calling was to the ministry of business, I had nevertheless succumbed to the all-too-prevalent work hierarchy that considers full-time employment in the church more spiritual than secular vocations.

The elevation of work in the “ministry industry” over work in other industries is so pervasive in the church that it’s easy to revert to the sacred– secular hierarchy. But, as author and pastor A. W. Tozer notes in his classic book *The Pursuit of God*, the “sacred–secular antithesis has no foundation in the New Testament.” Instead, it’s an idea borrowed from Greek philosophy. “In the fifth century A.D., Augustine sought to merge Platonic thought into a Christian framework,” notes John D. Beckett in *Loving Monday*. “This approach resulted in a distinction between ‘contemplative life’ and ‘active life’ … between higher and lower.” Taking his cues from Plato, Augustine placed secular work and occupations in the lower realm, inferior to the higher realm’s sacred, church-related concerns. And for the most part, the church has held to this aspect of Greek thought throughout history.

Unfortunately, this sacred–secular dualism we inherited from the Greeks has been one of the greatest barriers to the integrated life. It divides our spiritual life and work life in different categories on separate planes, and it also elevates church-related occupations above those in the marketplace. There’s no avoiding the truth: The church’s prevailing sacred–secular worldview and silence on work life matters has left those of us in the marketplace as damaged goods in at least four significant ways:
First, the sacred–secular divide leaves us conflicted and lacking joy and fulfillment in our daily work. A. W. Tozer calls “the common habit of dividing our lives into two areas—the sacred and the secular—... one of the greatest hindrances to the Christian’s internal peace.” We feel caught in an irreconcilable position, trying to harmonize the demands of our jobs with those of our faith, resulting in a lack of internal peace, joy, and fulfillment.

Second, the prevailing work hierarchy furthermore robs us of a sense of calling to the business world. Dallas Willard explains it as follows in The Spirit of the Disciplines: “There is truly no division between sacred and secular except what we have created. And that is why the division of the legitimate roles and functions of human life into the sacred and secular does incalculable damage to our individual lives and the cause of Christ. Holy people must stop going into ‘church work’ as their natural course of action and take up holy orders in farming, industry, law, education, banking, and journalism with the same zeal previously given to evangelism or to pastoral and missionary work.” We see ourselves as second-class Christians whose work lacks redemptive qualities and keeps us from serving God. We lack the realization that business can be our calling and our ministry.

Third, when we believers compartmentalize our lives, or even abandon the business world altogether, we fail to be redeeming agents in the marketplace. We’re familiar with the concept of redeeming people, but leaders of the local church rarely speak of redeeming business, our ministry to work. Yet that is an important function of believers in the marketplace. The church, says Dorothy Sayers, “has allowed work
and religion to become separate departments, and is astonished to find that, as a result, the secular work of the world is turned to purely selfish and destructive ends, and that the greater part of the world’s intelligent workers have become irreligious, or at least, uninterested in religion.” Left with the impression that our work inherently lacks spiritual value, we spend no time trying to figure out how to make that work effective for God. And thus we fail to become a redeeming influence in the business world.

- Finally, sacred–secular thinking also *relegates a large part of the church to the sidelines*. Many church leaders, perhaps unsure of the redemptive qualities of secular work, are kept from considering how to work with those in careers. As a result, the ministry of the church falls largely on those deemed called to, equipped for, and working in ministry.

**Working Toward the Same Goal**

Church and business are commonly perceived to be pulling in different directions—toward God and mammon, toward the sacred and the secular. I believe the disconnect we find today results in large part from a limited or misunderstood view of both the mission of the corporate church and the objective of business. Let me explain how they actually align.

The church has two dimensions that are interrelated yet distinct: the *outside mission of the church scattered* (daily public living and ministry in the world) and the *inside mission of the church gathered* (worship, teaching, and fellowship). “Unfortunately, there is a tendency in many Christian circles to emphasize one dimension of the church to the exclusion of the other,” observes Ray Bystrom, professor of pastoral ministries. “Often, the focus is on the church gathered
to the neglect to the church scattered.” The focus is on the church’s inside mission (worship, teaching, fellowship) to the neglect of the outside mission.

Here on earth, the church has been tasked with a threefold mission relative to our fellow man. We are to (1) demonstrate the love of Christ by caring for people’s needs (James 1:27), (2) proclaim the good news about Jesus (Mark 16:15), and (3) build disciples of Jesus in their faith (Matt. 28:19–20). Some individual congregations or denominations place the emphasis on a subset of these, perhaps by focusing primarily on evangelism or by making social justice their mission. But Jesus really left us with a threefold task of loving, proclaiming, and discipling.

Simply stated, the threefold mission of the church gathered or scattered boils down to this: serving others (meeting different needs) to the glory of God. We serve others by meeting their physical, economic, and social needs. We serve others by sharing the good news of salvation through Jesus and thus being salt and light. We serve others by teaching them and leading them to spiritual growth. And the overriding principle is that whatever we do should be entirely for the glory of God (1 Cor. 10:31). Indeed, the first question of the Westminster Catechism asks, “What is the chief end of man?” The answer it provides: “Man’s chief end is to glorify God, and to enjoy him forever.” So to summarize, the mission of the church is to serve others to the glory of God.

Sound familiar? You’ll recall that, properly understood, the goal of business is likewise to serve others to the glory of God. Can it be that the church and business really have congruent missions? I submit that they do. We can serve others to the glory of God whether he’s placed us in a church, in a soup kitchen, in an office building, in a factory, or in a store. Regardless of the venue or role, our ministry is to love, proclaim, and disciple for God’s glory. The church and business have the same objective and should be pulling in the same
direction. But to make that a reality, I believe the church will ultimately need to change its paradigm.

**Rediscovering the Role of the Church**

 Churches now have great multimedia presentations, talented musicians, gifted speakers, and top-notch audio systems. While the desire for a better in-church experience isn’t wrong, there are usually undesired consequences:

- Regular attenders view “church” as the building rather than the people.
- The church building, not the world, is viewed as the center of the mission.
- The kingdom of God is portrayed as being centered at the gathered church for a few hours a week rather than when believers are deployed into the culture as salt and light.
- The model for evangelism is to bring seekers to church, where they’ll be exposed to the gospel.
- The ministry of the church is seen as the role of relatively few, often paid by the church.
- The church worship service is an end in itself, not a means to an end.
- Many churchgoers see themselves as spectators rather than participants.
- There is a deep disconnect between Sunday’s worship events and Monday’s work realities.

When the early church moved their worship from the last day of the week to Sunday, the first day of the week, they made a profound theological statement—one that we need to recover today. The gathering of believers was not an isolated event but rather a launching pad for their ministries in the
world. “For the church of that time had an outward-moving mission,” notes Bystrom. “Sunday was not a day for escape; it was a day for preparation.”

Dr. Howard Hendricks of Dallas Seminary agrees: “The New Testament church was primarily called to be a school, a training ground, a place for the equipment of saints to do the work of the ministry ... Today we reverse those arrows. Instead of going out, we have constituted the church as a soul-winning station.”

You may have heard the statement “the church is not a house of saints but a hospital for sinners.” There’s a valuable point in that, but it also leaves us with the impression that the place where people will find Jesus is inside the walls of the church. If the church is a hospital for sinners, the church building and gatherings are the key to getting people saved and healed. The pastor acts as a first-line triage agent and the church becomes a place of recovery.

We generally take our cues from pastors who often concentrate on an inside mission and assume that it’s in the church where folks should be ministering. Indeed, when we’re equipped for ministry, it’s largely for activities within the church. Yet Jesus taught a very different model. He took his disciples with him to the cutting edge of culture (not “inside the church”) where he applied the word of God. Then Jesus instructed and commissioned the disciples to do likewise. Sadly, many of us fail to engage our culture and pursue our mission in the world. Many pastors do, but I believe more of them need to start leading by example in this area. We need to recognize and take up the outside mission God has for us and the church.

Converting Cruise Ships to Aircraft Carriers

In order for the church and business to work together toward a common goal of serving others to God’s glory and
advancing his kingdom, the church must regain its focus on and function of equipping its ministers in the marketplace. Former business entrepreneur Doug Spada founded the non-profit venture WorkLife to support the church in this area. After a decade-long career serving on naval nuclear submarines and many successful years in business, Doug experienced the Sunday–Monday disconnect and found himself completely frustrated and unable to relate with his church. Out of that discontent was birthed a vehicle that would bridge the gap between the church and believers like him in the workplace. This was a new paradigm for the church to regain its purpose to primarily equip believers for kingdom impact at work, where they spend the majority of their waking hours and have the majority of their influence with others.

Doug describes this new paradigm in churches as “converting from cruise ships to aircraft carriers.” Here’s what he means. Many churches have become like cruise ships. Those who attend are passengers. They’re brought to the ship to be entertained and fed, then they return to their everyday lives. Instead of cruise ships, churches can aspire to become like aircraft carriers. Those on board aren’t there for the program, they’re there to be taught, equipped, and refueled for a mission. The important work is done off the aircraft carrier, as those who are prepared do battle wherever they’re sent.

WorkLife has developed a proven process by which churches are realizing a lasting change of focus through ministry to members’ everyday work. Understanding that developing another “program” would not create enduring change, Doug and his team are providing strategy, resources, tools, and coaching that are helping churches navigate this process.

Here are a couple of examples of this shift in paradigm and focus:
Venture capitalist Charlie Paparelli realized that most adults who come to faith in Jesus do so the way he did—outside the walls and programs of a church. Years ago, he was outwardly very successful in his business life, yet inwardly his personal life was falling apart. Charlie describes himself as a “functional alcoholic who would never darken the doors of a church” at the time.

Charlie found God through his work relationships, and his passion now is to help others reach people who similarly are alone and without God at work. He’s played a leading role in an Atlanta prayer breakfast that caters to non-believing business people who would otherwise never visit a church. Attendees are placed in weekly groups based on their stated level of interest in or commitment to Jesus. It’s proven to be a highly effective ministry.

Charlie was challenged to start and lead a WorkLife ministry within his congregation, the Church of the Apostles. That initiative, which has a goal of “equipping the saints for the work of the ministry” has had a far-reaching impact on the mission of the church. “The church can no longer be a cruise ship where passengers are along for the ride, but must become an aircraft carrier from which people are being sent into battle,” concludes Dr. James Saxon, the director of evangelism. He challenged the congregation to reclaim their work life for the glory of God, noting that it’s essential to blessing the culture and reversing the church’s isolation from the culture.67

Discovery Church has gone to a new level of effectiveness through the efforts of business leader Jim Butler. Since it was founded in 1993, Discovery Church has been recognized as “one of the ten healthiest churches in America” and “one
of the fastest-growing churches in the United States during the 21st century.” It’s grown into a vibrant 4,000-member nondenominational body with ten different weekly worship services on two campuses. Senior Pastor David Loveless has been named “one of the top 20 Christian leaders in the United States to watch.”

“The church should be equipping people not just for church ministry but to be kingdom ambassadors in the world,” the pastor says. “I want every person working in the marketplace to know that what they’re doing is just as important as what I’m doing.” Loveless is unusual in his affirmation for people’s business life. He’s “a pastor with that DNA,” observes Jim Butler, who also serves as Discovery Church’s Worklife Pastor.

A survey at Discovery Church revealed that, although business people felt affirmed in their work life, they didn’t feel equipped for it. That was the motivation for Discovery @ Work, “an opportunity to intentionally equip, affirm, and deploy believers to integrate biblical wisdom at work, develop godly character, and effectively leverage our influence with non-believers in the workplace.”

With guidance and support from WorkLife, the ministry was launched with a sermon series that articulated how work fits into God’s plan and how the workplace can be a place of personal growth and influence. The weight of the pulpit raised awareness of everyday work as a ministry and a calling. For the last message, the pastor encouraged everyone to come to church dressed as they would at work—business suits, police uniforms, nursing scrubs—and he concluded by praying for them and releasing them to their calling.

Jim Butler, who shepherds Discovery @ Work, believes that every ministry of the church should support people in their calling to the workplace. Instead of asking people to serve in their ministries, says Jim, pastors should be saying to business people, “How can I serve you in your ministry?”
One of the biggest pieces of feedback the pastors received from business people is that they’re not being asked to do one more thing; instead, they’re being challenged to apply a different paradigm to what they’re already doing—working.

Jim’s own journey is one of learning to integrate faith and business and discover the ministry value of the workplace. After several pastoral positions, he took his first “secular” job in telecommunications sales while pioneering a church in San Diego. He and his wife began to rethink their calling and concluded it was to the marketplace. Jim was top salesman eight of the nine years he spent at the regional long-distance company. He then launched TeleCHOICE, a telecommunications business he still runs today.

Discovery Church is keenly aware of the specific issues facing business professionals and entrepreneurs, which comprise the largest segment of the church’s workers. To meet that need, the church is starting the Entrepreneur’s Roundtable, a forum where business professionals and owners receive “the fellowship and tools to stay strong and true to their faith as they grow to become successful and effective in this highly stressful atmosphere.”

David Loveless sees his pastoral role as encompassing four important tasks: (1) giving the church a vision for work as one of the primary places where God does spiritual formation, (2) mobilizing people into work life groups, (3) reordaining everyone in the church to be pastors “out there” where they’re called to operate, and (4) affirming the spiritual value of certain occupations and praying over the people in those fields. And what’s his overall take on the effort to affirm and equip them in their calling to business? “Business people can’t grin any further north than they already do,” Pastor Loveless reports. “Many people have never imagined this kingdom value of their work life. Others have intuitively suspected it and are excited to hear it articulated from the pulpit.”
He recalls, “When Jim and I had a vision for this kind of ministry, we weren’t aware of any working models in other churches.” He can now count four or five other sizable churches that are intentional about affirming the ministry value of business. Jim Butler believes more pastors are taking this approach, and the movement to integrate work and faith is growing, but it hasn’t yet reached a tipping point. Business people need patience as the church makes the transition, he urges.69

North Point Ministries, Alpharetta, Georgia

I’m encouraged by folks like Durwood Snead, missions pastor in suburban Atlanta, who recognizes the important ministry and calling of business people in his church:

“We have 17,000 ministers at North Point Ministries. Most of them are business people. They are chosen by God, doing the work that God called them to do, and ministering around people outside the faith every day. As a paid church staff member, I need to look for opportunities to interact with outsiders. Our business people do it as a course of living every day. Many of them are hosting lunch meetings, showing DVDs of helpful messages, and then just discussing life with their co-workers. Their work is their ministry …

“[Our] business ministers do not see a distinction between the sacred and the secular in their businesses. They see their businesses as ministries and their ministries as sacred. They look at the skills and experiences God has given them as perfect training and preparation for what God has for them to do next. And what an impact they are having.

“We are excited about the potential of thousands of our business people discovering what God has planned for them. You see, we believe God created business as one of his tools to usher in the kingdom. Our staff regularly reads business books to glean the truths in them experiencing what our
business ministers are learning. But our role is simply to encourage, facilitate, and stimulate them as they bring the truth of the gospel to the workplace here and overseas.”

Individual followers of Christ in the marketplace may adopt the new paradigm, but there won’t be a sea change in the church until more pastors like these internalize it, until they start asking followers of Jesus to share about their calling and ministry in business, until they validate business people’s work as “full-time ministry,” and until they commission business people to the marketplace. If that is to become part of their DNA, many churches must transform from cruise ships to aircraft carriers.

**Business Leaders and the Current Paradigm**

The sacred–secular paradigm has grown deep roots in today’s church. Breaking those bonds constitutes a significant challenge. But as Nehemiah identified with the sin of the entire national of Israel, so business leaders must also identify with the problem of the existing cruise ship paradigm. To be sure, pastors and church staff have contributed to the current approach—but so have business leaders. We’ve been part of building and sustaining many of our cruise ship churches, not demanding a more biblical paradigm and metrics of success beyond attendance, budgets, and buildings.

Consider being part of the solution by sharing the integrated life vision and the potential to have your church effectively equipping believers for kingdom impact in the marketplace. WorkLife reports that approximately 80 percent of churches that transition to the aircraft carrier paradigm do so through the advocacy and vision of a business leader who leveraged his relational capital with church leadership. Our friends at WorkLife can draw on years of experience to assist your advocacy to your church leadership.
Practicing the Integrated Life

We started our journey by describing the workplace forces and internal tensions that lead us to compartmentalize our lives by segregating work, faith, and family. We then examined and corrected some misguided beliefs and attitudes that stem from our business education and church teaching and serve to compound the problem of separating our faith and work. God’s plan is for us to live an integrated, abundant life.

It is to the integrated life in which work and faith are deeply connected that we now turn. It’s time to put the new paradigm into practice. In the next Part, I will give you ways and examples of how it is done.
Oswald Chambers said, “The spiritual manifests itself in a life which knows no division into sacred and secular.” But what does an integrated business and spiritual life look like? How do we transform our compartmentalized lives into integrated ones? And how do we increase the spiritual impact of our lives at work?

In this Part, the rubber meets the road. We’ll learn how to live a more integrated life and increase the impact of our threefold work life ministry. What can we do to increase our ministry at work? (Chapter 11) And how can we increase our ministry of work? (Chapter 12) But to kick it off, we’ll reveal the key to supercharging the spiritual impact of our work lives. (Chapter 10)
B. Personal Biblical Values in Business

What are the biblical values we should be exhibiting in the marketplace? There are numerous principles the Bible espouses, and application of these values is what makes business work in God’s economy. Consider reviewing each one of these values in a small group. Discuss how you could employ each principle in your business life from the position in the organization where you find yourself. Here are some questions you may find helpful to guide the conversation:

- How does practicing these values benefit business in general or your organization in particular?
- In what situations might you apply these principles?
- What might be the fallout from following these values in your workplace?
- What risks are you prepared to take?
- Who might be averse to the changes you are planning, and how could you deal with them in this situation?
Personal Character Values

The Scriptures lay out a number of personal character traits that should describe the follower of Jesus. They’re important biblical values we need to exhibit at work:

**Integrity / Honesty / Truthfulness.** “You must have accurate and honest weights and measures ... For the Lord your God detests anyone ... who deals dishonestly” (Deut. 25:15–16). “Do not steal. Do not lie. Do not deceive one another” (Lev. 19:11).

**Loyalty / Faithfulness.** “A faithful man will be richly blessed” (Prov. 28:20). “The eyes of the Lord range throughout the earth to strengthen those whose hearts are fully committed to him” (2 Chr. 16:9).

**Trust.** “Trust in God” (John 14:1). “Commit your way to the Lord; trust in him” (Ps. 37:5).

**Commitment.** “Your hearts must be fully committed to the Lord our God, to live by his decrees and obey his commands, as at this time” (1 Ki. 8:61).

**Order / Cleanliness.** “Everything should be done in a fitting and orderly way” (1 Cor. 14:40).

**Hope.** “Be joyful in hope” (Rom. 12:12). “Faith is being sure of what we hope for and certain of what we do not see” (Heb. 11:1).

Interpersonal Relationship Values

God has also prescribed how we should approach our fellow man. The following biblical values deal with interpersonal relationships. They not only represent God’s commands, but they represent indispensable wisdom for interacting in the marketplace:
Humility. “Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves” (Phil. 2:3).

Service. “Serve one another in love” (Gal. 5:13). “Serve wholeheartedly, as if you were serving the Lord, not men, because you know that the Lord will reward everyone for whatever good he does” (Eph. 6:7–8).

Respect / Dignity. “Show proper respect to everyone” (1 Pet. 2:17). “Now we ask you, brothers, to respect those who work hard among you” (1 Thess. 5:12).

Justice / Fairness. “Hate evil, love good; maintain justice in the courts” (Amos 5:15). “Then you will understand what is right and just and fair—every good path” (Prov. 2:9).

Grace / Compassion. “The Lord is full of compassion and mercy” (James 5:11). “Each one should use whatever gift he has received to serve others, faithfully administering God’s grace in its various forms” (1 Pet. 4:10).

 Forgiveness. “Be kind and compassionate to one another, forgiving each other, just as in Christ God forgave you” (Eph. 4:32).

Consideration. “Remind the people ... to be peaceable and considerate” (Tit. 3:1–2).

Trust. “Select capable men from all the people—men who fear God, trustworthy men who hate dishonest gain—and appoint them as officials over thousands, hundreds, fifties, and tens” (Ex. 18:21).

Accountability. “Carry each other’s burdens, and in this way you will fulfill the law of Christ” (Gal. 6:2). “Confess your sins to each other and pray for each other” (James 5:16).

Interdependence. “Just as each of us has one body with many members ... so in Christ we who are many form one body, and each member belongs to all the others” (Rom. 12:4–5).
Love. “My command is this: Love each other as I have loved you” (John 15:12). “These three remain: faith, hope, and love. But the greatest of these is love” (1 Cor. 13:13).

Performance Values

The concepts of excellence and quality are receiving attention in management circles, but they’re certainly not novel principles. God’s Word commands us to serve others to the highest standard. We are to “go the extra mile” and work as if Christ were our boss, partner, or customer:

Service. “Serve wholeheartedly, as if you were serving the Lord, not men, because you know that the Lord will reward everyone for whatever good he does” (Eph. 6:7–8).

Excellence. “Whatever you do, work at it with all your heart” (Col. 3:23). “Well done, my good servant!” his master replied” (Luke 19:17).

Diligence. “Lazy hands make a man poor, but diligent hands bring wealth” (Prov. 10:4).

Value. “If someone forces you to go one mile, go with him two miles” (Matt. 5:41).

Quality. “His work will be shown for what it is...the fire will test the quality of each man’s work” (1 Cor. 3:13).
D. Resources for Further Exploration

The following is a short list of resources for further investigation of issues around faith and work. Please visit this book’s website (www.integrated-life.org) for a more expansive and updated list.

- Business as Mission Network [businessasmissionnetwork.com](http://businessasmissionnetwork.com)
- The C12 Group [c12group.com](http://c12group.com)
- Convene [convenenow.com](http://convenenow.com)
- Faith and Work Life [faithandworklife.org](http://faithandworklife.org)
- God Is at Work [godisatwork.org](http://godisatwork.org)
- The High Calling [thehighcalling.org](http://thehighcalling.org)
- Marketplace Leaders [marketplaceleaders.org](http://marketplaceleaders.org)
- Regent Center for Entrepreneurship [regententrepreneur.com](http://regententrepreneur.com)
- Theology of Work Project [theologyofwork.org](http://theologyofwork.org)
- WorkLife [worklife.org](http://worklife.org)
Endnotes

2 Ibid., accessed June 7, 2006.
6 Elizabeth Strott, “Toyota takes sales crown from GM”, MSN Money (January 21, 2009).
8 Adapted from William Carr Peel & Walt Larimore, Going Public with Your Faith (Grand Rapids, MI: Zondervan, 2003), 35–41.
9 A. W. Tozer, The Knowledge of the Holy (HarperSanFrancisco, 1978), 15. I am indebted to David Scott, Ph.D., of Life 2.0 for this.
10 Quoted in Peel & Larimore, *Going Public with Your Faith*, 37.
13 Banks, “Fallacy of Time Management,”.
26 Etzioni, “When It Comes to Ethics”, B04.
27 Ibid.
31 Eldred, God Is at Work, 97–98.
36 Ibid., 4, 92-96.
37 Theodore Roosevelt Malloch, Spiritual Enterprise (forthcoming manuscript), Chapter 1.
39 Eldred, God Is at Work, 91–93.
46 Ibid., 101–103.
47 Ibid., 84.
52 Eldred, *God Is at Work*, 304–305. I am indebted to Dave Evans, co-founder of Electronic Arts, as the source for this framework.
54 The phrase “repurposing business” is © of The Institute.
56 Sherman & Hendricks, *Your Work Matters to God*, 16.
64 While local church bodies often engage in worship corporately as well, worship is for our own personal encouragement, edification, development, and relationship with God. It is quite frankly the key pillar on which the church, God’s people, rests. Activity without personal worship is just that—activity.
65 Bystrom, “Ten Words for Those Who Work: Church.”
69 Phone interviews with Jim Butler and David Loveless, October 31 and November 7, 2007.
71 Os Guinness, “Belief or Unbelief,” *Today God Is First* newsletter, December 5, 2006.
77 Personal interview with Paul Schaller.
Other Books By Ken Eldred

**God Is at Work: Transforming People and Nations Through Business**
Ken Eldred

Named the number one book in the field by the Business as Mission Network!
On Kingdom Business: Transforming Missions Through Entrepreneurial Strategies
Ken Eldred & Ted Yamamori, Eds.

Winner of a 2004 Christianity Today Book Award!
I loved the book... As my wife and I read, we could see how the principles in the book not only applied to the business world but to our family as well.

**Joey Burns** Real Estate Businessman, Father of Five, Colorado

Relevant and well written... speaks directly to many of the issues of misunderstanding experienced by Christian business leaders.

**Duane Moyer** Marketing Director, Father of Three, Georgia

*What if* we could resolve the exhausting struggle between work, family, and spiritual life? What if we recognized a deep connection between faith and business? What if we could see our everyday work as ministry that has spiritual value? And what if God were even involved as a valuable partner in our work?

*Experience the integrated life.*

Ken Eldred writes compellingly about the “Sunday-Monday Gap,” sharing real-life examples of how this split impoverishes both our faith life and our business life...He offers wonderful wisdom and stories about how to live an integrated and abundant life.

**Professor David W. Miller** Director, Princeton University Faith & Work Initiative

For years I have been blessed and challenged by the life and ministry of Ken Eldred. My prayer is that this book will challenge many to live out their faith in the high-pressure world...in the same, real, vibrant, and pervasive way.

**Dr. Luis Palau** World Evangelist

For over 20 years, Ken Eldred served as CEO of Inmac, a public company he founded. In that capacity, he was named Silicon Valley’s “Entrepreneur of the Year.” He is currently CEO of Living Stones Foundation and is involved in ventures in the US, China, Europe, and India. Ken earned BA and MBA degrees from Stanford and was awarded an honorary Doctor of Laws degree from Belhaven College. His previous books, *On Kingdom Business* and *God Is at Work*, have received critical acclaim—including a Christianity Today Book Award. Ken and his wife Roberta have three sons and a growing number of grandchildren. They spend their time in Northern California and Colorado.

[ integrated-life.org ](http://www.integrated-life.org)