

MARKETPLACE ***MULTIPLIERS***

*STORIES OF FAITH AND
INFLUENCE IN THE WORKPLACE*

WITH DAVID DRURY
ILLUSTRATED BY LUIS CHÁVEZ

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FOREWORD

I'm a raving fan of people who live out their faith in the marketplace. They prayerfully seek to integrate their faith with their work and steward their influence upon others. Whatever the context of their work, they want God's light to shine through them.

This goes deep for me. My dad owned a construction business and I started working for him when I was twelve. He was a "man after God's own heart," whether at home, at church, or at work and was known for his integrity and excellence in his work. His life for Jesus deeply impressed me and countless others who witnessed his integrity; however, he graciously made it clear that it was not just because he was a great guy, but because he had been transformed when he committed himself to Christ in his twenties.

I began college as a business major. My dream was to build the family business into a development company. My entrepreneurial wiring fit the dream, which included how relationships and resources in the marketplace could be used by God. My struggle in surrendering to God's call to vocational





ministry was lamenting the loss of ministry opportunities in the marketplace. I have loved the life God has given me as a pastor and as a seminary and denominational leader—and I am grateful that my entrepreneurial bent found a place in those roles. But my heart leaps when I get to be around those who work outside religious institutions, and I desire to see them influence those whose faith journey would never begin, or even deeply continue, in primarily religious organizations.

For over thirty-five years, my accountability partner and I have met every two weeks. Paul is a deeply devoted follower of Christ, called to minister in and through the business he owns. He is passionate about a deep and daily walk with Jesus. His sense of calling to be a disciple that makes disciples is every bit as compelling for him as a lay person as it is for me as clergy. He has influence with people and in places I never will.

So this book of stories of “marketplace multipliers” (MMs) inspires me. What a variety of positions, work environments, passions, and personalities! These women and men differ in generations, ethnicities, and financial means. As you read, mark the ones you most relate to, but don’t dismiss what you might learn from people very different from you.

Some of these MMs feel called to encourage others. And some pastors have a desire to bless MMs for how they serve beyond the walls of the church. Now we’re connecting the two. You’ll learn a bit about this emerging movement just beginning to spread around the world.

I pray that you’ll finish this book with a sense of celebration for the immense variety of people and places where God is at work and with a growing awareness that serving in the marketplace is a calling from God also. We will never have

a movement of God unless disciples are made in everyday places where we work and relate. The church has left the building! Every person is both called and empowered for kingdom contribution!

—Wayne Schmidt

General Superintendent of The Wesleyan Church




INTRODUCTION

You have more influence than you think. This influence travels wherever you go, and it is not restricted to where you worship. In fact, the vast majority of the influence of Christ in the world today is in marketplace settings—out in public—since the vast majority of Christians go to work every day around the globe.

Marketplace Multipliers includes stories of seventeen Christians who have been unleashed to have an outsized God-blessed influence on the world around them as they intentionally focus on integrating faith and work, making disciples, and multiplying the kingdom in the marketplace.

You will read the dynamic story of Damon, a hustler who spent years in a prison in Florida where his business dreams began; Ben, the man who found himself in a country halfway around the world in Central Asia; Diane, the doctor who found herself working in a US government agency in Washington, DC; and Evan, who as a young man, got a contract to play on a professional basketball team in Eastern Europe. Each person found themselves in unique and unexpected places





of influence. You will hear from health care professionals Wafaa, Scott, Julia, and Rochelle, who integrate their faith in everyday conversations with patients and coworkers, engaging in redemptive relationships and vital ministry. You'll find stories from Estherlita, Phil, Carrie, and Yaremi, who hadn't thought they could minister outside of church walls at first but dove into a calling of living transparently with those they work with in order to further the love of Christ. You will hear from Paul, Trent, Gary, Pete, and Omar, who all surrendered their idea of success and control over to God and experienced growth not only in their spiritual lives and relationships, but also in their business ventures. These are the names and stories you'll find as you launch into *Marketplace Multipliers* that are meant to inspire you and provide examples to learn from.

You can do this too. It is not for the super-Christians, the super-wealthy, or the super-gifted. Your multiplier influence can be used by God for good whether you work in business, health care, education, media, community service, government, or any other kind of work. Even if you are retired or don't draw a paycheck from outside the home, God has a place for you to use your influence for him. In these pages, you'll discover ways to make a difference too, and it all starts with unleashing your God-given design and following the Holy Spirit's lead in your world.

As you invest in these stories, take time to reflect on the questions at the end of each chapter so that you can be inspired to:

- Discover what being a Christian influencer in the world around you looks like and how you see yourself in that role;

- Determine where you would like to be in the future as a marketplace multiplier;
- Gain a sense of blessing, release, and anointing for the influence you have;
- Lean into opportunities to use your skills, connections, and resources more intentionally to improve and extend the work of the church into the world around you.

For more resources and to get connected to the marketplace multipliers community, visit MarketplaceMultipliers.com.

1

THE INFLUENCE OF EXCELLENT SERVICE



CARRIE J. WHITCHER

Shortly before dawn Jesus went out to them, walking on the lake. . . . “Come,” [Jesus] said. Then Peter got down out of the boat, walked on the water and came toward Jesus.

—Matthew 14:25–29

I grew up with a younger sister who has special needs. As a young girl, I remember when the two of us and all my friends were running through our backyard. I wrestled with an internal struggle, trying to decide whether I would run ahead with my friends so I could be included with them, or stay behind with my sister since she would never be able to keep up. I feared that my friends would think I was slow and not worth waiting for. But, even as a small child, I knew I made the right choice as I stayed back with my sister.

Fortunately, my friends realized that my sister needed me more. They understood her need, especially since her disability was visible and she needed additional support.





I felt I needed to put my energy, time, and focus on her. These kinds of experiences at a very young age taught me that caring for others was more important than caring about what others were thinking.

Of course, at the time I didn't know it was preparing me for who I am and what I do today. It helped me to become constantly aware and intentionally mindful of the needs of the people around me, which became central to my life and work. My eyes were opened to things that I would not have seen otherwise.

In my current role, I have the opportunity to influence 1.5 million people across upstate New York in improving their health care. This early upbringing with my sister has become core to my leadership life, whether it involves bringing diversity to the team, or ensuring that those with differing opinions have a voice. My desire to help and serve others is hardwired as I seek to influence ongoing quality improvement in our health care system.

Learning to think of my sister's inclusion, worrying about her health, and ensuring she received the care that she needed inspired me to do what I do today—lead a team of talented clinicians, analysts, project managers, and health

care advocates who work with patients by empowering them to improve their health in ways they want and need.

A SOLID FOUNDATION TO BECOMING A MARKETPLACE MULTIPLIER

I witnessed leadership and faith at a very young age. My parents were Sunday school teachers, my father was an Episcopal churchwarden, and my grandfather was a pastor. I was also raised in a musical family and came to love music at an early age. I remember my grandfather asking me to play “O Holy Night” on my flute at his Christmas Eve service year after year and asking me to join him at church services at the nursing home with my flute and guitar.

When I was nine years old, I attended a church youth camp. I had a counselor by the name of Christine who poured into me while I was there, and at that time I accepted Jesus into my heart in a very personal way, beyond what my family had already taught me.

Later, following my graduate education, I had the opportunity to serve in a leadership role at a nursing home in order to care for people and improve their lives. It helped me realize I could have an influence on a whole culture—a whole organization—and improve outcomes for those I served every day. When I went to work for a health insurance company, I began to think of deploying some of the same quality improvement methodologies that I had used in the nursing home. People usually don’t think of a health insurance company improving the quality of health care, but that was very much my calling and the company’s mission. This role was a new opportunity to work with our hospitals and physicians’ offices



to drive quality improvement for our patients. I've been able to influence that for sixteen years and now oversee corporate-wide quality improvement strategies and programs across our health plan.

As I've done this, I have attempted to become more intentional in how I integrate not only my childhood experiences, but also my faith in my work. I've had a staff person tell me, "You put the team and the needs of our patients ahead of your needs, really ahead of what you want." That's exactly the example I want to set. That, I feel, is the way Jesus would function in this same role. I want to pour into people and disciple them in this quality improvement journey.

My pastor, Ken, helped me grow in my awareness of how to be visible as a Christian in the marketplace. Quite honestly, I did not truly see it until he connected the dots. I think every minister has a role to help those in their church serve others in the marketplace, to help them see the unique influence they have, and to help them move beyond being just "Sunday Christians."

I began to see my role as that of a "marketplace multiplier." I realized that in my capacity, I can equip Christians to influence their workplace and integrate their faith by making disciples and unleashing the kingdom of God, wherever they are. This means being intentional in integrating my faith and work to the benefit of those around me in my workplace. It means moving beyond church walls and ensuring I am intentional about using my influence to make disciples and multiply the kingdom of God. Any Christian can do this in whatever career or areas of influence they are led into. I have no doubt that God is always at work where we work, so we serve the higher interests of the kingdom while leading with excellence in the marketplace.


When it comes down to it, building lasting relationships is foundational to what I do and what marketplace multipliers do. That means connecting with people who work for me, work across from me as peers, and are higher than me in the organization. These relationships become true equal partnerships when I get to know them deeply, understand their wiring and what drives them, and share the same about myself. In these relationships, our faith exudes and we partner together in new ways, find new strength, and support one another in bold ways that pour into each other when needed most.

*My desire to help and serve others is hardwired
as I seek to influence ongoing quality
improvement in our health care system.*



The scene in Scripture that influences my thinking of this the most is when Jesus bids Peter to “Come to me,” while walking on the water in Matthew 14. Like Peter, I have to step out of the boat and do something that doesn’t even seem to make sense at first. Even in the middle of the storm and standing on the water—like Peter—I must look at Jesus in the distance. If Peter had kept his eyes on Jesus and continued to trust him, he could have run across that water and embraced Jesus. Instead, he doubted for a moment and then went under and Jesus had to save him. Of course, Peter was the only one who stepped out of the boat in the first place.





I want to have that “stepping outside the boat” kind of faith and boldness in my relationships.

The song “Oceans (Where Feet May Fail)” by Hillsong has inspired me in that direction.¹

You call me out upon the waters
The great unknown where feet may fail . . .

And I will call upon Your name
And keep my eyes above the waves
When oceans rise, my soul will rest in Your embrace . . .

Spirit lead me where my trust is without borders . . .

Like Peter, Jesus calls me out onto the waters of the great unknown where my feet may fail. But if I keep my eyes above the waves when oceans rise, my soul will rest in his embrace. If I can do that out here in the marketplace, I know that the Spirit will lead me where my trust is without borders and where I can walk on the waters. That’s my prayer, because I believe I can do all things through Christ who strengthens me (see Phil. 4:13) as I function with Christ’s resurrection power.

VALUE STATEMENTS INFLUENCED BY FAITH

The influence I can have in the organization is not limited to just those whom I have relationships with. Our organization has gone through a cultural transformation, and I have been able to influence and fully engage in that process. Our CEO was very intentional in developing specific value statements and related behaviors that drove an expectation for how we work every day. Whether you are a leader in our organization,

like the CEO, or a frontline staff person working day in and day out with data or with our members, these declarations of intent become critical to how we operate.

Here is a paraphrase of our company's seven value statements that are influenced by faith or at least practiced by those with faith driving them.

- **Passionately serve our customers**—Customers are more than just our members; they are also our vendors and service providers. This particular value statement has always spoken to me and empowered me to do what I do best.
- **Care about each other**—This statement of intent is all about the behaviors associated with being intentional in recognizing each other's individual value and being examples to each other.
- **Be proud of what we do**—We recognize the amount of satisfaction that comes from doing great work.
- **Challenge and empower each other to deliver excellence**—The process of improving and maintaining quality health care requires that we act with a sense of urgency and listen attentively to the ideas of others to continually improve.
- **Embrace and drive change**—If we keep doing the same things we did yesterday, we are not going to see different results tomorrow. If we want better results, we have to continually innovate and do things differently.
- **Have open and honest conversations**—We need to transparently share our struggles, hold difficult conversations, encourage personal growth, and celebrate successes.

- **Accomplish our mission and have fun too**—We want to have “can do” attitudes that believe in the impossible, while having fun and driving inspiration along the way.

In my eyes, these statements of intent have provided a foundation by which I can effectively lead and integrate my faith into all that I do every day, benefitting not only the people I serve in my organization, but the millions of members we serve across upstate New York.

INFLUENCING YOUR WORK . . . INTEGRATING YOUR FAITH

- Who are the people in your life that can help you connect your faith and your career?
- What values or mission statements do you use at work or personally and how do they reflect Jesus?



CARRIE J. WHITCHER is the vice president of Health Care Improvement at Excellus BlueCross BlueShield and Universa Healthcare. Before joining Excellus, she served as the administrator of a 320-bed skilled nursing and rehabilitation center. Carrie also served as the president of the Western New York Healthcare Executive Forum, as well as on the board of directors for Watermark Wesleyan Church and Houghton College. Carrie earned a bachelor of science degree in health services administration from the State University of New York College at Fredonia and a master's degree in health services administration from Xavier University in Cincinnati, Ohio. Carrie and her husband, Matthew, reside in Orchard Park, New York, and have two children.

NOTE

1. “Oceans (Where Feet May Fail),” words and music by Matt Crocker, Joel Houston, and Salomon Ligthelm, recorded 2013 on *Zion* by Hillsong UNITED.

2 NURSE AND PASTOR




ROCHELLE JENKINS

Behold, I stand at the door and knock. If anyone hears my voice and opens the door, I will come in to him and eat with him, and he with me.

—Revelation 3:20 (ESV)

I knew I wanted to be a nurse when I was a young teenager. My plan was to study nursing at the University of Wisconsin, but when I became a Christian at the age of sixteen, my plans shifted. I had a Christian friend who wanted to be a nurse too and she told me about this Christian school called Indiana Wesleyan University. I decided I would go with her—more just to support her—and as soon as I walked on campus, I knew that was exactly where I wanted to be. Those years at a Christian university (which also had a great nursing program) helped me begin to understand what it might mean to start integrating my faith into the nursing profession.





Seven years ago, I moved to Indianapolis and began working in the cardiac progressive care unit. After a year in, I was asked to start training new nurses. That leadership position helped me to get out of my shell. At the same time my husband, Travis, was working at a church in the city and we began thinking intentionally about starting a ministry for young adults. As that was happening, I was getting more and more excited about my faith and it just started to come out of me in my workplace. People would ask me how things were going, and I would share about our church and work.

BREAKING DOWN BARRIERS TO SPIRITUAL CONVERSATIONS

The people I'm working with are crazy busy; most work twelve-hour shifts, both days and nights. Integrating my faith into this kind of setting is different. These people are invested in my life and I'm invested in theirs—we're a team together. Because of this, my faith seeps into our conversations. Rather than one big conversation, it will be little two-minute conversations while we are sitting at the nurses' station. We will be charting about what we have done that shift and then start talking about what's been going on in our personal lives.

These short conversations give me the opportunity to talk about my life and how faith is a big part of it. I'll mention a certain Bible passage or story I've been thinking about or that our church has discussed. It's not unheard of for one to ask a question about what that Scripture means for their life or ask about the things they don't really understand about what I've shared. Not everyone is engaged, but two or three other people will gather around and listen.



Sometimes the doctors come to the nurses' station to do their charting as well. One time, I was talking about some part of the Bible our house church had been focused on, when a doctor, who follows a different religion, walked in. We talked about what faith means for different religions and he shared about Eastern practices of religion. Because of his questions, I got the opportunity to walk through the plan of salvation for Christians and clarify how salvation is not based on a person working harder and harder.

This doctor used an image of a mountain to describe faith. He said that every religion is just trying to get to the top of the same mountain but the path each religion takes may be different. I got to share the Christian perspective that perhaps there is a "mountain," but there is no way to get to the top on our own. There is nothing we can do or way that we can act that will ever be good enough. So Christians ask God at the top to come down to us. This explanation deeply impacted the doctor; he loved this flip of his metaphor. He discussed it with me for a couple weeks afterward. This was a really cool opportunity that I never could have planned beforehand.



Now, if you know me, much of this doesn't match what you might think of me. I'm actually very introverted. I love to observe, learn, and listen. But when I'm in the hospital, I can see how God has shaped me differently within that realm. It feels like a leadership calling in that space. It is not a hospital owned by a religious group, it's a "secular" institution, but through these conversations it has become sacred. There is a difference between what I can share and what I can't share, but in building relationships all those barriers break down.

A CHURCH FOR NURSES

During this season we had a friend named James who had a vision for a collection of house churches called "Living Mission." So we joined that church. It was eye-opening for us and really shaped the way we view what being the church can be like.

Eventually we asked if we could start doing that in our neighborhood because I felt that most of the unchurched nurses that I'd been talking to needed a place where they could come and have conversations tailored to what they've understood and what they need to know. James supported us so we started up a meeting in our home.

For a while, I just talked to other nurses about it, explaining what we were planning and that it was designed specifically with them in mind. They were really anticipating it. A nurse told me, "Rochelle, maybe I would go to church, but I work every single Sunday. And with my profession, you work tons of hours or days, sometimes nights, sometimes you don't get a weekend off for months." And that is when it clicked. I needed a church for them, at a time they could


make it. Now we meet on Wednesday nights because we found that the nurses who were Christians all took Sundays off, so many of the unchurched nurses worked Sundays or even all weekend.

We didn't know what to expect but several showed up, and many who showed up had zero knowledge of Christianity. One person did have some background, but because of their superstitious religious upbringing, they thought the Bible was too sacred to touch, open, or read themselves, so they never had any personal connection to it. Because of this, the very first meeting was probably the most basic meeting you could ever have—introducing the Bible. It was a Bible tutorial for people with no church background. I think we forget how much Christians take for granted and doing church this way helped us tailor the experience for those seeking God. If these people ever entered through the door of a church (which would be unlikely) then they would be lost in five minutes and no one would know it. By doing church in an interactive way, we could go at their pace and it's been transformative.

One woman came to the meeting who had been given a Bible from someone else; it was still wrapped in packaging. At that very first house church meeting, she literally opened up a Bible for the first time in her life. That was the starting point. Over the next two years, it was amazing to see how comfortable she became in accessing it personally.

They were so excited to come back for the next meeting to talk more about how God shaped the stories in the Bible and how it was written so long ago but was so applicable to what's going on in our lives today.

Over time, we would just mention in conversation what passages we were talking about and how it applied to our lives and that spread around the hospital. People began to



ask questions and the conversations became invitations to join in. In sharing my faith, I have to think about where each person is spiritually and personally because certain styles of evangelism will not work with everyone. Nurses are very detail oriented and focused on their jobs and sometimes they don't have the free time to interact. However, I've found that truly caring about what's going on in their lives makes a big difference.

During all of this, I began to feel a call on my life to study for ministry, so I earned a degree on the side. I don't want it to sound like you have to go back to school for this kind of ministry, but I love education, so I studied hard even though it was a lot to juggle. In the process of becoming an ordained minister, I had to do interviews about my ministry to see if I "passed the test." A question I got often was, "Do you plan on being a full-time pastor or a full-time nurse?" I always answered "yes" because I don't see a division between being a nurse and being a pastor.

I am both a nurse and a pastor now. I pastor while in the hospital as much as I pastor in my house church. That does not mean that I am working eighty hours a week. I am just using the job I have in the hospital while being a full-time pastor.

BUILDING TRUST THROUGH DISCIPLESHIP

At one point, I had a cool opportunity to help transition our hospital to an entirely new building, making sure that all the things were in place for the nurses while maintaining morale. When you have a really big change like that, especially for nurses that had been in the hospital for decades, doing something new is always very scary.

In sharing my faith, I have to think about where each person is spiritually and personally because certain styles of evangelism will not work with everyone.




So this idea of creating emotional support, as well as the physical support of moving the hospital, went a long way with people. The transition team held parties, offered snacks, and wrote cards to try to get people on board with what was all going on and help them to see that it was a good change, even though it was hard. As people learned that we actually cared about them, trust quickly followed, and opportunities to meet outside of the hospital opened up as well.

When there are nurses going through a hard time, sometimes we take them out to eat to encourage them. I find it interesting that even though I am so outspoken about my faith and “pastor” people naturally, the hospital chose me to provide support during this transition time. Sharing my faith has made me better at my “day job,” not worse, and it has not only been welcomed, but has actually given me more of a platform to care for and lead others. I am so grateful for that opportunity and hope that my experience might be instructive for others that worry about how it will come across in their setting or affect their reputation. If you love people and build relationships with them—where you want what is best for them—faith only helps.

For me, making disciples is all about the long game. I need to be connected over time in people’s lives. I think of discipling





every person in my circle of influence and I think every Christian can think of it in that way. It's not just discipling those who come to my house church, it's reaching those in the hospital, too. My husband has his own circle of influence and each person in my house church has ones they are equipped to influence for God. They don't have to know everything; I don't know everything either. You can influence people—children, friends, neighbors, or coworkers—wherever you are in your spiritual journey.

TRUST WHERE GOD PLACED YOU

For each person considering their marketplace influence, I would say just trust where God placed you. Trust the people that God has placed around you. Pray that you are given eyes to understand their lives. The first and easiest way to get started is to just interact and sometimes it will have to be outside of work, depending on what your job details are. Take someone out to eat, see where they are at, find out their interests. It doesn't start with preaching or some kind of bold prophetic work. It really starts with, "Hey, what's going on in your life?"

In leading a gathering like we have, we have to be very intentional to bring everything down several notches in formality and tradition. When you're in school or in ministry, you're very used to interacting with Christians who know the same language and use the same phrases. If your circle of influence is in the marketplace, it's a completely different culture and language. Even using words like *salvation* can cause confusion until you explain the meaning. Now, these are very smart people; I'm not demeaning them. But an

unchurched nurse might not have the biblical vocabulary you and I have, just like you might not have the medical vocabulary she or he has. I've been able to use words like *freedom* or even *mercy* to describe biblical terms—language that they would understand in their daily life.

While starting a church like this is slow and steady, it does have many advantages. I am actually paid for my work in a way that facilitates ministry, even though the church doesn't pay me. It's a way to plant a church in a marketplace-connected setting, in a neighborhood, and authentically cultivate community. I suppose the only cost for our church is baking some cookies for our meeting, but quite honestly if we didn't have those cookies no one would worry about it. Or someone else would bake them. Those cookies might be a physical way to welcome people who come to our little house church, but it's not why they stay. They stay because they meet Jesus there. He is all the welcome anyone needs.

INFLUENCING YOUR WORK . . . INTEGRATING YOUR FAITH

- How can you make your work place a “sacred” space?
- What is one step you can take in order to deepen your work relationships?

***ROCHELLE JENKINS** is an RN at Community Hospital East in Indianapolis, working on the cardiac progressive care unit. She is blessed to be married to her husband, Travis, who works in ministry alongside her. They have two snuggly puppies who also think they are part of the church.*