

## Holistic Transformation via Business as Mission (BAM)

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### Abstract

The purpose of this paper is to give the reader a picture of how the Business as Mission movement is creating Gospel movement opportunities. What are the ingredients we have been discovering for the Business as Mission movement?

- A holistic Gospel in word, deed and power (Matthew 9.35)
- A partnership based approach to ministry (Philippians 1.5)
- A simple tool like Entrepreneurial Leadership Training
- A microloan program to kick start new businesses
- A local leadership team to own the vision
- A Train the Trainer approach for indigenous expansion (2 Timothy 2.2)

We are discovering the essentials to expand the kingdom of God by empowering local leaders with a tool that is contextualized and meets practical human needs via business development in Malawi, India, and other nations.

Key words: Business, mission, transformation, entrepreneurial, leadership

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God has been birthing a new wave of Business as Mission (BAM) for many years around the world to bring about new expressions of how the good news of Jesus impacts every sphere of society. In this paper, I describe and analyze my experience in enabling others to understand BAM, in bringing course content to potential businesspeople to receive the training needed to begin their own business, as well as learning via a number of case studies where the training has taken place. The purpose of this paper is to give a picture of how Business as Mission is creating gospel movement opportunities in parts of Malawi, India and other nations. The case studies themselves are powerful examples of this.

My journey into BAM began after my wife and I had been on staff with The Navigators for 25 years. In 2010 during a sabbatical there were several God-birthing moments that nudged us toward BAM. We listened to Fred Markert talk about world missions at the Youth With a Mission (YWAM) base in Kona, Hawaii. Then we heard Don Richardson talk about missions at a local church in Hawaii. At the end of our sabbatical we sensed God nudge us to be more involved in world missions in Central Asia and eventually India.

Up until that time for several years we had taken western businesspeople into Central Asia to teach classes on leadership at secular universities. It was a great learning experience to immerse ourselves in cross-cultural ministry, but we felt something was missing.

Beginning an overseas training program came as a result of listening to Markert and Richardson, as well as a sense that I was supposed to do something. I discussed this with my wife and asked

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what she thought of a five-class sequence on Entrepreneurial Leadership Training (ELT) in India. This was a step beyond simply teaching about leadership, to training interested individuals in entrepreneurship as well. When my wife heard the idea she said, “You have to do this.” A few weeks later Fred Markert stayed with us and we showed him the same classes. Fred said, “You have to do this and even if you fail, tell us what didn’t work.”

Fred Markert’s comment confirmed that we should move forward with the five classes, inexperienced as we were in not even knowing the language of BAM. The first logical step after identifying the concept was to start our own non-profit to fund the idea. This would become a money raising non-profit that would enable the five-day training to occur as well as help students begin businesses. One of the ideas was a common one that had to do with enabling micro-finance loans. The second and somewhat simultaneous step was to develop a course to teach the basics necessary to begin a business that reflected being a mission. The next section describes the course, called the Entrepreneurial Leadership Course (ELC).

### **Entrepreneurial Leadership Course (ELC) – What is it?**

The five-course sequence over five days was given the name Entrepreneurial Leadership Course (ELC). I developed this course out of the decades of experience in understanding leadership processes that we have had in the Navigators, while leaving sections open for teaching from people with expertise in their fields, such as business leaders. Each day has a class that is 6 hours long so there is a total of 30 hours of classroom teaching over a five-day period. The course comprises: discovering your design, thinking like an entrepreneur, start and sustain a business, transformational leadership, and ethics and character. Teachers of the classes use a conversational teaching style with lots of discussion.

The first day of discovering your design class covers the 6 P’s of understanding who you are: pre-disposition, passion, purpose, past, partners and plan for the future. We look at how you have been created and then talk about how you live out your design.

The second day is thinking like an entrepreneur. The goal of this class is to understand how entrepreneurs dream, think and act. During this session the students are encouraged to settle on a product or organization they would want to create.

The third day we cover the essentials of how to start a business. We talk about product, customer, unique value proposition, marketing, budget, staffing, profits, pricing and how to develop a “why” for your business. Each student is encouraged to develop a business plan to be presented at the end of the five days.

The fourth day is teaching on leadership, specifically transformational leadership. This class focuses on how to lead a business with the model of transformational leadership. We talk about the characteristics of transformational leadership that need to develop in order for a business they are leading to create value for customers, employees and society.

The fifth day is devoted to discussing ethics and character. This class focuses on the character and ethics that form the foundations for a business. Everything in a business rises or falls because of leadership, ethics and character.

At the end of the five days we have what we call a shark tank. Each student writes a “Faith & Fact-Based Business Plan” that they present to the class. The shark tank provides the opportunity for the students to be given a micro-loan to start their business. The students present the plans they

have for their business and these plans are openly discussed to assess their viability. If the plan the student has come up with is considered to have merit, then there is the possibility of obtaining a micro-loan that can partially finance their start up, ranging from 100 to 400 US dollars to get them started in their business.

### **ELC – Steps for implementation**

There are a number of components in the implementation of the five-day course; each one is crucial for its success. These additional implementing components enable the course to be set in a broader context, so the course is the means to an end, business as mission.

In developing this for use overseas, we determined that there were twelve critical factors for the success of Business as Mission and Entrepreneur Leadership Development as follows:

- 1) the priority of prayer to support everything we do.
- 2) an Entrepreneur Leadership Team that works closely together. This is a local team because ELT is a vision, not just a tool.
- 3) the Entrepreneur Leadership Training class content itself.
- 4) finding teachers who have the skills and heart necessary to teach the material, which involves those teachers having to go through an important selection process. Teachers need to be flexible, knowledgeable, with firsthand experience as well as the ability to communicate what they have learned, have stories to share about business and need to be on board with the vision. Please see Appendix for comments by past teachers.
- 5) the funding to partially assist with new businesses.
- 6) the location where the classes will take place.
- 7) local program director who will lead the local team for follow up after the classes. This is a very important person who carries on with the vision. From day one, we did not want to begin an American-based organization that perpetuates itself in the locations we run the course. The vision was to empower and release those on the ground to take on the vision and run with it.
- 8) local mentors who coach the students after the classes. The need for this is crucial, as the businesses then begin to link deeply into the local community. Relationships are formed.
- 9) partners on the field and at home who are committed to the vision and evangelism. These partners need not be the aforementioned business people who are mentoring, but can be interested community leaders, families, and whomever God raises up to be a support in the locality for the businesses.
- 10) a secure website and use of social media if appropriate.
- 11) the application process to be admitted to the classes.
- 12) train a local to become the trainer, in order to see the movement of BAM be multiplied and contextualized.

In this paper, some of the names of locations and individuals involved will remain undisclosed for their protection as well as to protect the work there.

### **Discovering Transformational Indicators (TI)**

Throughout the process of running the ELT in various locations, such as India and Malawi from 2016 until the present time, we began to discover Transformational Indicators (TI). This paper discusses seven of these with the stories attached to our learning process.

#### **TI #1 - Love is so huge for the BAM process**

This initiative is not just about starting a business but blessing people by loving them. Lives are transformed when people feel loved and empowered to start a business.

As we finished up our Entrepreneur classes at a secular university in India, I asked for feedback on the program. I wanted to know what went well and what needed to change. T. stood up and said, "This program has been all about love." Somewhat confused, I asked him to please explain what he meant. T. said "you were the first people to listen to my ideas for business. No one has ever done that before."

I was looking for feedback on the teaching regarding business. Somewhat discouraged because of my western metrics for success, I needed to ponder what I had just heard.

The Lord took me to I Timothy 1.5 which says, "The goal of our instruction is love...." I realized that my personal metrics for success were insufficient to see kingdom metrics for the activity of God. Then I felt ashamed that I had missed the significance of what T. had said. Jesus said to love our neighbor as yourself and our business teachers from the USA had done that.

#### **TI #2 - BAM needs to be fueled by a compelling vision**

We try to consistently reinforce the vision behind why a business is started. A compelling vision for business is best reinforced by successful businesspeople coming to share their vision for business as a mission as an integral part of the training.

One of the significant dimensions for BAM is the deployment of Christian businesspeople who are often underutilized in their own churches to share with the trainees and cast the compelling vision. We have taken about 20 businesspeople on trips to teach ELD. These are people with vast business experience who can contextualize what they have learned over a lifetime. They come back to the USA so excited that there is a place in the world where they can pass on what they have learned in business, and provide vision for starting a business that has a significant mission.

We are already seeing what these businesspeople teach being reproduced in each country via a Train the Trainer approach, which is listed as our final priority in the above section. The businesspeople coming to train have a goal of reproducing their training in local businesspeople. The aim is for local businesspeople to take on the training in their own communities. We are committed to local ownership of the ELD process with local businesspeople doing most of the teaching, sharing a compelling vision themselves.

Another essential point in vision casting is the fact that it can take time in some locations for the vision to catch on. We have been teaching the ELT material at the Theological Seminary in Northern India for four years. After the second year I was quite frustrated because we had not started any new businesses. At 4 am one morning while in my hotel room, I expressed my frustration to the Theological Seminary President. He just happened to be up also. He was very gracious and said, "We have taken 50 years to start a multiplying church planting movement with

1500 church plants and will you please stand with us for more than two years.” My personal metric of instant success was being challenged and I said, “Of course we will continue to work with you.”

The long-term goal at the school is to help pastors start businesses to support their church planting efforts. They church plant in tribal, unreached areas that are very poor. It’s very difficult to support a pastor in a tribal area. The second goal is for the pastors to cast a vision for starting businesses to people in their churches. That can take time.

### **TI #3 - Theological depth in the Scriptures is critical in the transformation process**

The Bible has the theology that forms the foundation for all we do in BAM. In the first batch of students I ran into four issues that needed to be addressed for a paradigm shift to take place. Most of the students believed that business is corrupt and that pastors should not be involved in doing business. Students also did not understand a theology of work: their understanding was that the highest calling is to be a pastor. Students also thought that money was a source of evil. Lastly there was no vision for biblical wealth creation.

One of our students became my debate partner on all these issues. He opposed everything I taught and I wondered why he was in the class. At the end of the five classes he came to me with tears streaming down his face and said he was sorry and that he could not wait to plant his first church and start a business. Later he told all 120 of the Theological Seminary students in a chapel session how critical the ELT program was for the school and church planting.

Another paradigm blocker has been lies students have believed that keep them in bondage. One day while one of our business teachers from the USA was teaching on lies, I asked the students to examine their hearts to see if they believed some lies about themselves. India is considered a shame-based culture (see for example Georges & Baker, 2016) and I didn’t think they would share openly with their peers. To my surprise five students shared about lies in their lives. We then had a time of prayer to be set free from lies. The lies the students identified had to do with meeting standards for themselves or others in order to feel good about themselves and also meeting standards in order to feel approved of or accepted by both themselves and others. They also identified feeling unworthy of love due to having failed and the feeling they needed to be punished when they failed. Another lie that was identified was the feeling of not being able to change, that they felt hopeless.

The classes on ELD have begun to correct wrong understandings. The president of the Bible school consistently casts the vision for BAM, and we are beginning to see a change. We were very encouraged because four women in the village have begun a goat business to make money and support church planting. One of these women has helped plant six churches along with her husband and has led many people to Jesus.

Comments from the president of the Theological Seminary affirm the paradigm shift:

ELD brought a new paradigm shift to the general outlook on the ministry from a holistic point of view. It has helped our graduates understand the significance of the theology of work and how it can be developed as a tool to help people to be self-sustaining in their lives. Second, it has encouraged our graduates to look for opportunities to initiate business alongside their ministry to help believers to start a business to bring economic transformation in the rural communities of north India and thus become self-sustaining communities.

#### **TI #4 - Conversion is also a transformation indicator but unfortunately is often the only indicator that gets celebrated**

The good news of Jesus should be framed holistically so that transformation takes place at every level including a relationship with God, self, others and nature.

Are we where we hoped we would be after four years? Because my metrics have changed to kingdom metrics, I would answer “yes” in that we see that kingdom work often begins by tearing up old roots and replacing them with biblical roots that result in a shift in thinking and behavior. The verse that has helped with this is Jeremiah 1.10, “See, today I appoint you over nations and kingdoms to uproot and tear down, to destroy and overthrow, to build and to plant.” We are here to develop the biblical root system that will create sustainability for church planting. That takes time. The process that needs to be put in place to enable conversions to occur is in itself a transformational indicator.

Because persecution is on the increase in this country, we get students who previously worked for a Christian non-government organization (NGO) that has now been shut down. One of our students had worked for a Christian NGO for many years and was unemployed. He took our classes and is now starting his chicken business. We gave him a small microloan to help him get started. This student identified kingdom values and reaching out to young people as a vital dimension of BAM. While conversion is always going to be one fundamental goal of BAM, other goals such as teaching values and encouraging hearts are also vital. He shares:

ELD course has been a great source of practical information and seed money initiatives for economically challenged but promising entrepreneurs in India and surroundings. N. who started the hostel, is one example of many businesses that ELD helped start. N. paid back his loan and then bought a delivery truck and now owns two businesses. N. is reaching out to young people with kingdom values and he is inspiring them to dream big and stand firm to achieve their dreams. Other businesses have been a chicken farm, T Shirt sales, video editing and carpentry.

#### **TI #5 - On the field partnerships are essential to keep the vision going**

These partnerships are formed after the ELT. Field partnerships are an aspect of building relationships and are vital to the success of BAM. Someone once said, "God dwells in community and works in partnership." Having a good relationship with someone is not the same as deciding to partner with them for the kingdom. Both are important. We found this to be true many times.

This principle was well illustrated by developments in Malawi with the ministry Children of the Nations (COTN). COTN has worked in Malawi for 20 years. Their education and food programs have been very successful. One of their challenges has been what to do with students that age out of their program after high school or college. When I met Cheryl Cuthbertson, COTN Sustainability Director, she immediately felt that ELD would be a perfect next step with students.

I went with Cheryl and John Ladner, a businessman from Florida, to teach the material of the ELT. After we taught them the material, COTN renamed it Business Connections. This is in line with our goals. COTN contextualized the material of the ELT and made it their own. Business Connections seeks to collaborate with partners on the field.

Business Connections is bearing wonderful results. I will never forget the single mom who came to class every day with her 6-month-old baby. At the end of the program when we did the Shark Tank, she stood up with her baby and shared about her plan to sell tomatoes to support her family

and her sick mother. We sat in the back of the room and sobbed as she shared her business plan. Our shared emotions identify the reality of how personal involvement in field partnerships impacts both the trainee and the trainer. This single mother has gone on to make a success of her tomato growing and selling business, and is now able to support her family.

### **TI #6 - BAM activates the experience and skills that potential businesspeople have to start a new business**

When businesspeople are deployed for kingdom work in the BAM movement, lives are transformed. The case studies in a city in South India and in Malawi illustrate this principle.

**City in South India.** We have been working in this city for three years. We came at the invitation of an Indian businessman. This person, we will call him Y., has been doing BAM for several years. He is the director for a company based in the USA and employs about 30 people. His vision is to start businesses that plant ministries and churches. To date, they have started five businesses that have started five churches. They are also heavily involved in outreach to Muslims. Y. employs believers and non-believers in his company and he would tell you that he is in church in the workplace throughout the week.

Our role is to bring ELD to supplement what Y. and his team are already doing. About 50 students have gone through the training in that city. Two of the students started a hostel business to provide housing and good food for college students. They have 35 paying customers and are planning a third hostel soon. In one of the hostels R. started a Bible study and two students have come to Christ. His hostel takes up two floors in a building and the third floor is where one of the churches meets. The pastor of the church also works at the company run by the director. We provided some microloan money to help start one of the hostels.

We have also identified 10 Bible school students who are serious about BAM in their village. We now have two field workers who will help with implementation of ELT in the field. This is huge progress for all of us.

**Malawi.** So far, the Business Connections (ELD) program in Malawi has started 59 new businesses thanks to the systems COTN put in place to monitor the growth of the program. COTN has been a model of how to start and sustain ELD with their own branding. COTN reports the following:

There is a new restaurant in Malawi. Last summer Eston Kamtepa received a small loan from the Business Connections (ELD) program. His degree in nutrition and culinary arts was getting him nowhere because of the high unemployment rate in Malawi. He had no source of income and no way to support himself or help his family. Eston took his small loan and began selling packets of chocolate and coffee on the streets of Malawi. With a small briefcase, and armed with determination and a great personality, Eston spent every day successfully selling his drink products. By November, he had raised enough money to buy an old building, renovate it and open up his own restaurant. (Children of the Nations report, winter 2018)

### **TI #7 - Kingdom metrics help us see the diversity of what God is doing through BAM**

The lens of kingdom metrics helps us celebrate the diversity of kingdom work. The stories from Rwanda illustrate the diversity of what God is doing through BAM.

Partnership has been one of the hallmarks of the ELT work in Rwanda. The following story comes from a web of connections between ELT and Christian Action for Reconciliation and Social Assistance (CARSA), via Mark Mielbrecht of Global Services Associates. CARSA has been a wonderful ministry partner, starting as a reconciliation ministry to bring healing to the Hutus and Tutsis from the genocide that happened in the 1990s. The vision of CARSA is not only healing but sustainability for the country. In 2016 Mielbrecht traveled to Rwanda to help people start small businesses to sustain their families. He shares this story:

It was drizzling softly as Beyetta looked up to see Peter slogging down the well-worn muddy path to her home just outside of Kigali. She wasn't surprised to see him as she was accustomed now to him coming and going every morning as he brings some local grass and forage to feed the cow that they are raising. She glanced quickly at the muffins that were nearing their typical golden brown and clicked on the gas stove to warm the water for their tea. After Peter took care of feeding the cow, they would sit in her dining room and talk about life in the village, God, and whatever else came to mind.

Their unlikely journey together actually began twenty-five years ago, when on April 7<sup>th</sup>, 1994, Peter, her neighbor and close family friend came to her door. After her husband warmly greeted him, he pulled a machete from behind his back and everything changed, forever. The genocide took almost one million souls in the span of one hundred days. So many people, like Beyetta, lost their children, their husbands, and their hope during these dark and horrific days. Peter went to jail for the next twenty-three years, but after he served his time, he returned to the only village that he had ever known.

For the next year or so, Peter lived under constant guilt and shame and feared that if he saw Beyetta anywhere in the village she would call the police and make up new charges to get him back in prison. Beyetta, also lived in constant fear, knowing that Peter had returned and that she might run into him and that all of the horrible memories that had assaulted her for over two decades, would return; even though she had tried so hard to suppress them. By God's immeasurable grace, Beyetta and Peter came to a workshop on reconciliation put on by an organization called Christian Action for Reconciliation and Social Assistance (CARSA) which was created in 2004 with the mission to support local communities in Rwanda in their journey towards healing, forgiveness, reconciliation and holistic development.

After engaging in the deep healing work at the workshop and meeting regularly with a small group that included Peter, and other genocide victims and perpetrators over the past year, Beyetta no longer lived under the fear, hopelessness, bitterness and anger that had consumed so much of her life since the genocide. Incredibly, with God's supernatural help, she had been able to forgive Peter and was now raising a pregnant cow together with him as she continued to heal, and Peter was able to move past his guilt, shame and fear under Beyetta's grace and forgiveness. They would raise the cow until it calved. Then she would keep the cow, he would have the calf and their reconciliation work together would be ready for another level of engagement.

Enter the ELD training. Over the past two years, and two separate trainings, Christophe Mbonyingabo, one of the founders, and the director of CARSA, has brought together about seventy people from their small groups including people with stories just like Peter and Beyetta. ELD and CARSA are partnering together to help these small group members start businesses, establishing some financial stability for their own families as well as to help develop sustainable solutions for the economic difficulties faced by their communities. During the past two years over ten small businesses have started providing hope and dignity to the members of these small groups and their families. One of the CARSA staff meets

with the business members on a regular basis helping coach them through the challenges and changes they face.

One man, Venuste, came to the first day of the training that started Monday morning. He had dreamt for years about starting a banana business. But he lacked confidence and courage and was too afraid to start it. After the first session, he went home to get some clothes so he could stay all week. The next morning (Tuesday), he hired some people from his village to dig the holes and to mix the manure with the soil to prepare it for receiving the seeds for planting. He was excited to say that in one year he would have 400 banana trees producing bananas! We often see men and women arrive at our training lacking courage and inspiration to better their lives through business development. However, as the week progresses, our unique approach which marries practical teaching with theology, group interaction, and stories of success from people just like them, their confidence grows as God gives them the courage to live out their dreams for their family, their communities, and the world beyond.

*'I have been to so many of these trainings, they are all the same! The Mzungu comes and he goes home, and nothing changes.'* These were the sentiments shared by one of the participants during the initial day of the ELT training in Rwanda. At the end of the week one of our interpreters asked him how this training was different. He said that he was a trainer of Entrepreneurs and had received many teachings about this. His only salary was based on the success of new, micro businesses so it was very important to make sure his students succeeded. The problem, he said, was that the government throws money at people of promise, but there are no solid, practical steps to developing a business. He was very impressed by the process we use and the business plan as a template for starting a business and plans to use some of the training he received from us to make his own training of Entrepreneurs more effective.

It has been so encouraging to see how God is slowly changing a country devastated by a genocide that wiped out almost a million people, and the aftermath of unfathomable pain as widow and orphan tried to make sense of this tremendous loss. As the prophet Isaiah says, the Lord is truly *"bestowing on them a crown of beauty instead of ashes, the oil of joy instead of mourning, and a garment of praise instead of a spirit of despair."* (Isaiah 61:3) He is planting these ELD participants as oaks of righteousness as a display of his splendor and they are beginning to rebuild, restore and renew that which has been devastated for several generations through the ministry of reconciliation and the restoration of a sustainable, thriving economy; one small business at a time.

### **Review of Field Learning**

In the West, we understand that hand-outs in the form of welfare are not a long-term solution. Some developing nations will never rise out of poverty until major changes take place including small business development providing the needed economic lift.

What about the church in these nations? Often the church in developing nations has been supported (or funded) by outside partners. While this may seem noble from our perspective, this welfare mentality cripples the indigenous church and hinders it from accomplishing its mission.

J.D. Payne, in his book *Discovering Church Planting*, reflects on the insights of 19th century missiologists Rufus Anderson and Henry Venn and writes:

A self-supporting church supports itself financially. If the congregation needs a new building, the congregation provides the money for such a structure. If it is necessary for

the church to provide a full salary for the leaders, the church provides the income. A self-supporting church is not dependent on outside funds to meet the day-to-day financial requirements for ministry. (p. 21)

Perhaps this is one of the most strategic contributions we can give church leaders in developing nations: entrepreneurial principles to enable them and their congregations to become self-funded so they can fulfill what God has called them to do.

In Uganda, ELD has been partnering with church leaders who recognize the future for their church is for them to be a self-supporting movement (Uganda story details herein provided by Robin Munshaw). The head of one denomination in Uganda stated:

We were told, taught, and disciplined that a pastor must not work, must not do business, or even dig. He must read the Bible, disciple people, and pray so that they make money, and then they can support the pastor. So, for the past many years, our pastors did not know how to make money (support themselves). This ELD is a new approach. In one week of training we have received a practical plan that should drive us crazy with ideas to think, plan and work.

We are beginning to see the effects of this strategy. This Ugandan leader said to some of the 120 trainees in our recent ELD training, “We were told that business is bad, and we have suffered. This is a new day for the Church in Uganda.” Currently ELD is partnering with this leader as he implements his business plan – rabbit rearing. This business has the potential to model for his denomination that a family’s basic needs of clothing, food, medicine, and school fees can be met.

Another pastor at the ELD training shared with us:

We have lost a generation who does not know how to work and live for themselves – those who grew up in internal refugee camps and became dependent on international NGO’s and the government. This training has taught us that we can do something on our own, for ourselves. We can start a business and become independent. Poverty is not lack of material things. I now know how to plan to start a business! I know how to do a budget! I know how to market my business! I believe, with the help of God, I can do it.

These words are from pastors who could not provide for their children’s school fees and other necessities. Another Ugandan, a leader in his community and church, shared with us: “We come from a village where, with an illiterate mindset, we looked at success as a miracle. We believe we are cursed. We can never gain in riches. This is how God has made us, and this is how we will die.”

He went on to wonder how he and his village could escape from poverty. After experiencing the biblically infused process of ELD and how to wrap a plan around his ideas, he is convinced that there is hope. He now has steps to follow to help lead himself and others into freedom. “We are not cursed; we have been just poor in the mind.” This same individual is now applying these principles in his own business to support his family in ministry. In addition, he is passing this knowledge on to an influential former Muslim Imam whom he is discipling, who has come to Christ and lost all earthly possessions. ELD principles can support both men, and their families, in their evangelistic and discipleship efforts.

The need for strategic partnerships with the western church is important, after all, we are in this together and can learn from their passion and willingness to abandon all for Christ. But for an indigenous church to realize its potential to impact its own nation and beyond it is imperative that

it gets to the place economically where it funds its own salaries, church planting, social outreach, evangelism, buildings, and missionaries.

### **Kingdom Metrics – Holistic Evaluation – How do we evaluate success?**

This journey into BAM has been transformational for me. I have learned repeatedly that my personal metrics for kingdom realities are an inadequate lens to see what God is doing. How we evaluate our ministry is multi-faceted. The metric of CROI-Conversion Return on Investment is a legitimate metric. This is very important but if it's the only metric we measure then we miss so much of what God is doing.

The metric of KROI-Kingdom Return on Investment has multiple facets. Why is this so critical? Jesus came to save people to reconnect them with God but he also came to help people see reality through a kingdom lens so we could connect with full orb'd grasp of the culture of the kingdom. To do this Jesus used parables to expand our thinking about reality. In Matthew 13 Jesus used six parables to help us understand the full extent of what his kingdom is like.

So, what are the kingdom metrics (KM) that we look for when God is at work? One of my favorites is when our students talk about their worldview shifting. This has happened repeatedly when we do an evaluation. Another is the importance of conversation. We often get into deep spiritual conversations in and outside the classroom. If we are at a secular university, we look for embedded truth in our material to highlight for our students. Relationship is always at the heart of how we teach. We use a conversational teaching style that forms deep bonds between student and teacher. I have been doing Skype calls with J. for nine years now. He is not a follower of Jesus yet, but we have become such good friends and have learned so much from each other.

So, kingdom metrics are a useful tool to see God's reality. When we do this, we can embrace what God is doing rather than our own metrics that can be very incomplete.

### **Summary and Conclusion**

This has been a great four-year journey into BAM. By God's grace we have both failed and succeeded. We are convinced that the BAM movement is a viable option for several things emerging in the world of local and global missions.

- The increase of persecution of Christians is forcing many missions to reconsider how they fund church planting and how they do church in the first place.
- The missional movement is encouraging believers to think outside the traditional box of the church building and program and engage people with the good news of Jesus in innovative ways.
- The BAM movement is deploying Christian businesspeople for local and global mission and a theology of work is empowering them to integrate their Christian faith with work.
- The BAM movement embraces a holistic gospel that brings together the gospel in word, deed and power. The BAM movement is fostering the creativity of God through entrepreneurial ideas that are being generated.

Our dream is that the BAM/ELD movement will continue to thrive and be a strategic resource for movement of God around the world.

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## Appendix

This appendix includes comments from business associates who have participated in teaching ELT. Names removed to protect future trips into sensitive-access situations.

### **Comments from Businessman who started and sold two companies**

“Before ELD . . . none of my ministry activities utilized or involved my business activities. My ministry activities and business activities-two huge and important areas of my life-were isolated from one another with no practical overlap. Although skills I learned in one area benefitted my activities in the other and naturally my businesses funded my ministry involvement, my business and ministry activities also competed for my time and attention.”

“Teaching ELD . . . has been my first experience of deliberately synergizing both areas of my life, and the experience has been a wonderful blessing. Firstly, I am convinced that God specifically led me to originally start my businesses to fund specific ministries so, although both (give) opportunity to bear witness to the fact that God sometimes leads us to start businesses so that we can bless others-our customers, employees, and families-and so we fund other ministries. Secondly, ELD has presented the opportunity to inform aspiring business owners that my ultimate key to business success was being submitted to God’s plan for my life. God became a critical business partner for me as I developed a pattern of seeking His will while navigating the difficult, competitive, and sometimes cutthroat world of business. Applying His principles to my life and my business was an amazing experience, and during the ELD classes I believe I can see students get excited about walking that challenging walk themselves.”

### **Comments from Businessman and Consultant**

“ELD provides a great platform not only for communicating business and professional experience but also for communicating in an easy conversational way about God who designed us as entrepreneurs.”

### **Comments from Certified Professional Coach**

“The ELD program embodies two key tenets of the Christian faith. First is discipleship. We think of discipleship in terms of discipling others on the spiritual aspects of the Bible. Yet, the Bible is a practical document that addresses our hearts, mind, soul and body. And, effective discipleship happens within relationships. The second tenet is sharing the good news of Jesus. The message of salvation is about the good news that God so loved us He sent His son to die on the cross so that we are saved from our own selves. ELD is discipleship via business enablement.”