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The Soul of the Movement (Long Version)

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Faith at Work Summit
(long version)
Gordon-Conwell Theological Seminary
Boston, MA
October 24-25, 2014

"The Soul of the Movement"

C. William Pollard

We come now to the conclusion of our time together. It has been an enriching experience as we have reflected upon those who have been pioneers in the Faith at Work movement. It has been both sobering and stimulating as we have listened and learned from each other of the challenges and growing opportunities before us as we take God out of the pew on Sunday and bring Him to work with us on Monday.

As I say this, I am reminded of the words of the Apostle Paul to the Corinthians when he said:

"All this is for God who through Christ reconciled us to himself and gave us the ministry of reconciliation. Therefore we are to be

Ambassadors for Christ with God making his appeal through us."

For those of us who have spent much of our life working in the market place or in some other so called secular activity like teaching in a public school, serving as a doctor or nurse in health care or serving in an elected or administrative role in government, we know that many of the people we have worked with have never realized the joy of being reconciled to God. But we also know that every one of them have been created in the image and likeness of God with dignity and worth and their own fingerprint of potential.

Each one of them is immortal with a soul that will live beyond this life. They represent the only thing in our work that has an eternal value. They should be the focus of this movement. They are The Soul of this Movement.

It was C. S. Lewis who reminded us that:

There are no ordinary people
You have never talked to a mere mortal
Nations, cultures, arts, civilization –
These are mortal and their life is to ours
As the life of a gnat
But it is immortals whom we
Joke with, work with, marry,
Snub and exploit.

As Ambassadors for Christ in our work, it is important for us to be productive and excel in what we do – to be honest and ethical – to be an example for others to follow – to learn how to affirm our faith without imposing it and to raise the question of God in a way that will engage others – to serve those we lead and in so doing to assume the responsibility for the person they are becoming, not just what they are doing in their work – to always be prepared to provide the reason for the hope that is within us with gentleness and respect – I Peter 3:15 & 16.

So is our work a mission field ready for harvest? This movement is represented by the results of our meeting together. Can we agree that our work, whatever it might be, is a calling of God – yes, even described in our “church” language “as a full time Christian ministry?” Can we expect more teaching on this subject in our churches, our seminaries, our Christian educational institutions? Can we learn more from those who have and are integrating the claims of their faith with the demands of their work?

For me, most of my learning on this subject came from my predecessors at ServiceMaster. As Christians and leaders in business they were committed to serving others as they served their Master. If they did

not live their faith in the work place, there would be no room for them to share their faith.

Our corporate objectives were simply stated: To honor God in all we do; To help people develop; To pursue excellence; and To grow profitably. Those first two objectives were end goals; the second two were means goals.

We didn't use that first objective as a basis for exclusion. It was, in fact, the reason for our promotion of diversity as we recognized that different people with different beliefs were all part of God's world.

As a business firm, we wanted to excel at generating profits and creating value for our shareholders. If we didn't want to play by these rules, we didn't belong in the ballgame. But we also tried to encourage an environment where the work place could be an open community where the question of a person's moral and spiritual development and the existence of God and how one related the claims of his or her faith with their work, were issues of discussion, debate, and yes, even learning and understanding. We considered the people of our firm as, in fact, the soul of the firm.

It did not mean that everything was done right. We experienced our share of mistakes. We sometimes failed and did things wrong. But because of a stated standard and a reason for that standard, we could not hide our mistakes. Mistakes were regularly flushed out in the open for correction and, in some cases, for forgiveness, and leaders could not protect themselves at the expense of those they were leading.

The process of seeking understanding and application of these objectives at all levels of the organization was a never-ending task. It involved matters of the heart as well as the head and it was not susceptible to standard management techniques of implementation or measurement. While at times it was discouraging, it also was energizing as one realized the continuing potential for creativity, innovation, and growth as there was a focus on the development of the whole person.

We found that the community of work can become fertile ground for raising the question of God and for an understanding and acceptance of His redeeming love in one's life.

When you view your work this way there is no room for a hierarchy in God's calling with a special place for what people often refer to as "full-time Christian service." God's calling is not just about what we should do

and the place where we should do it. It is more about who we are and who we are becoming in our relationship with God. It is about being His ambassadors to a world that he so loves.

As a follower of Jesus Christ, one of the best ways that I found to respond to God's call as I worked in the market place and led in the development of the firm as a moral community was to seek to serve as I led. To reflect the principles that Jesus was teaching His disciples as He washed their feet, including that no leader was greater or had a self-interest more important than those being led.

In seeking to so serve, the truth of what I said could be measured by what I did.

Servant leadership has been a continuing learning experience for me. It has not come naturally. The first thing I had to understand was what it meant to walk in the shoes of those I would lead. This was a lesson that I would learn as I joined the ServiceMaster senior management team and spent the first two months of my ServiceMaster career out cleaning floors and doing the maintenance and other work which was part of our service business. In so doing, I was beginning to understand what would be my dependence upon and responsibility to people I would lead. Little did I

realize then that this would ultimately involve over 200,000 people as we grew to serve over 10 million customers in 45 different countries.

Later on in my career, as I became CEO of the firm, the faces of our service workers would flash across my mind as I was faced with those inevitable judgment calls between the rights and wrongs of running a business. The integrity of my actions had to pass their scrutiny. When all the numbers and figures were added up and reported as the results of the firm, they had to do more than just follow the rules or satisfy the changing standards of the accounting profession. They also had to accurately reflect the reality of our combined performance – a result that was real – a result that our customers could depend upon. A result that would reflect the true value of the firm. Otherwise I was deceiving myself and those that I was committed to serve.

As we invest ourselves in the lives of others, people will respond. God will provide the opportunities to share and speak the truth of our faith. It is His way of teaching us to love Him on the horizontal as we engage the world that He so loves. I have experienced this many times in the work environment and as we close our time together I will share with you one of those experiences.

After one of my trips to China, I received this note from one of our employees who had been traveling with me as an interpreter. Here is what Shu Zhang said, "When I grew up in China, religions were forbidden and Mao's book became our Bible. When I was five or six years old I could recite Mao quotations and even use them to judge and lecture the kids in the neighborhood.

Mao said, "Serve the people. Leaders should be public servants." This coincides with some of ServiceMaster's moral standards. When I think deeply, I see the difference that makes one work so successfully and the other collapse fatally. It must be the starting point of ServiceMaster to honor God, and that every individual has been created in His image with dignity and worth.

ServiceMaster is designed to be a big, tall tree with strong roots which penetrates extensively to almost every corner of a person's daily life. It is still growing in mine. And I am still learning."

Shu is a thinking person. She felt accepted and respected in her work environment. She was confronted with life choices that went beyond doing a job and earning a living; choices about who she was becoming and

how she could relate to God. She was growing and developing an understanding of herself and the purpose and meaning for her life.

For me, the world of business became a channel for fulfilling, living, and sharing my faith; a channel that reached from a janitor's closet in Saudi Arabia to the Great Hall of the People in Beijing, China – from sweeping streets in Osaka, Japan to ringing the bell on the New York Stock Exchange. The market place provided a wonderful opportunity for me to embrace and engage those who did not believe the way I did, but whom God loved and who, by my words and actions, needed to see the reality of His love.

Can Godly values make a difference in the way our work is done or the way a worker or a leader performs his or her responsibilities? You bet they can. Developing cultures of character as we do our work requires that we know what we believe and why we believe it; to seek and live the truth of our faith in what we do, and to affirm our faith without imposing it as we engage the world that God so loves.

The global market place provides a wonderful opportunity for followers of Jesus Christ to live and share their faith. There is a common language of performance in the market that **crosses** secular, cultural, and

religious barriers. When there is performance people listen. And yes, as some people listen they respond to the redemptive message of God's love.

It is, I believe, a high calling of God; a calling that for us at ServiceMaster touched many people as we grew to become one of the most admired companies in the world.

As Joshua came to the closing days of his leadership of the nation of Israel, he challenged the people to fear God and serve Him with faithfulness.

It was a challenge, not a command, for God does not compel anyone to follow or worship Him. In Joshua's conclusion, he emphasized this point when he said, "But if serving the Lord seems undesirable to you, then choose for yourselves this day that you will serve . . . but as for me and my house, we will serve the Lord."

Now, the Hebrew word that is translated "serve" is Avodah, and can also mean worship or work. Yes, that's right – our work, whatever it is, can also be a worship to the God we love as we serve and live our faith. Our work can become a center of our worship as we bring alive the reality that Jesus lived and died for the purpose that those He created and loved may know Him as God and Savior.

God has called each of us to be in the world but not part of it. He has called us to be excellent in what we do, whether we call it a job, profession, or ministry, and when we excel in what we do, whatever that may be, as a lawyer, business person, minister, or educator, we live our faith in a way that cannot be ignored or contained and have the platform to proclaim and share our faith. The choice is ours.

Etched in stone on the floor of the Chapel of Christ Church College at Oxford University are the words of John Lock spoken over 300 years ago:

"I know there is truth opposite falsehood and that it may be found if people will search for it, is worth the seeking."

Who will we serve this day and tomorrow? Will we be a vehicle for use by God in our work place to help people find The Truth that is not only worth the seeking but has eternal value?

* * * *

T. S. Eliot's *Choruses from a Rock*:

"What life have you if you not have life together?

There is no life that is not in community.

And no community not lived in praise of God.

And now you live dispersed on ribbon roads.

And no man knows or cares who is his neighbor,

Unless his neighbor makes too much disturbance.

And the wind shall say, here were decent Godless people.

Their only monument the asphalt road,

And a thousand lost golf balls.

Can you keep the city that the Lord keeps not with you?

A thousand policemen directing the traffic,

And not tell you why you come, or where you go.

When the stranger says: "What is the meaning of this city?"

Do you huddle close together because you love each other?

What will you answer? We all dwell together,

To make money from each other? Is this a community?

And the stranger will depart and return to the desert.

Oh my soul be prepared for the coming of the stranger.

Be prepared for him who knows how to ask questions.

paper for the book from the Faith at Work Conference

Sat 1/24/2015 1:38 PM

To: Bill Pollard

Dear Bill,

It seems hard to believe that almost three months have passed since the Faith @ Work Summit in Boston. We have had wonderful response to that meeting, and significant interest in making the material more widely available. We plan to do that in two ways:

- The video presentations from the conference are now finalized and will all be available soon. For now, access them here : <http://vimeo.com/album/3184385>
- As mentioned to you previously, we are going to assemble a book from the talks. The goal is to have this book in print by the end of 2015. In order to do that, we will need some help from you:

1. I need a draft of a paper based on the presentation you made. Many speakers wrote out their talk before they gave it, and that is a great start.
2. If you want to go back to it and add some things to clarify or amplify on certain points, please do so. The range for each article is 2000-3000 words for the text. We want to add your brief bio, references, and questions to the article also, so please include these, or I will import them from the conference document. **I am requesting each article by February 28.**
3. As editor, I will review each article and come back to you with questions or points of clarification. You will have final approval of your paper, so you will get to review and approve it before it is published.

We are starting discussions with publishers for the book. Depending on the publisher, we will come back to you with the required release forms for use of the paper in this book. Our working assumption is that royalties from the sales of the book will go to reimburse expenses and beyond that, any money would be used to fund the next Summit conference and/or the work and faith activity at the hosting institutions. The editors, like the writers, will be donating their time.

As we were forcefully reminded at the Summit, God is at work in his people at work. The presentation you made at the Summit will be helpful to others in seeing how each of us can contribute to this work. Thanks again for a wonderful presentation, and thanks in advance for helping us assemble this for support of others in God's Kingdom.

On behalf of my colleagues David Gill and Bill Peel,

Blessings,

