

# Keys To Fulfilling Your Purpose (*vision ~ plan ~ action ~ harvest*)

Bronner Business Institute – [www.NHBBI.org](http://www.NHBBI.org)



**Os Hillman**  
*Founder and President*  
*Marketplace Leaders*

# Establishing Operational Values for Your Business

Bronner Business Institute – [www.NHBBI.org](http://www.NHBBI.org)

- **Corporate Goal**
- To glorify God in and through our business by modeling Jesus Christ and
- to allow Jesus Christ to live in and through our work life in order to manifest the Kingdom of God in all we do.
- *Whatever you do, work at it with all your heart, as working for the Lord, not for men,*
- *since you know that you will receive an inheritance from the Lord as a reward. It is the Lord Christ you are serving. Col. 3:23-24*
- *Set your mind on the things above, not on the things that are on earth. Colossians 3:2*
- *"Whoever acknowledges me before men, I will also acknowledge him before my Father in heaven. Matt. 10:32*
- *"But take this staff in your hand so you can perform miraculous signs with it." Exodus*
- *4:17*

# Establishing Operational Values for Your Business

Bronner Business Institute – [www.NHBBI.org](http://www.NHBBI.org)

- **Corporate Mission**
- Marketplace Leader's purpose is to help men and women fulfill their God-given calling in and through their work life.
- **Strategy to Accomplish Mission**
- We accomplish our mission through teaching resources and services to equip men and women to fulfill their calling in and through their work life.
- **Distinctives**
- *Ethics and Integrity* - To provide our services in a way that is consistent with biblical values. To serve our vendors and clients in the same way we wish to be serviced.
- *A good name is more desirable than great riches; to be esteemed is better than silver or gold. Prov. 22:1*
- *Surely you desire truth in the inner parts; you teach me wisdom in the inmost place. Ps 51:6*
- *Personal Satisfaction* - To provide a working environment that allows each individual the opportunity for personal and professional growth.
- *Profit* - To provide our services at a reasonable profit, thereby allowing the company to grow. *The LORD will grant you abundant prosperity --in the fruit of your womb, the young of your livestock and the crops of your ground --in the land he swore to your forefathers to give you. Deut. 28:11*
- *All hard work brings a profit, but mere talk leads only to poverty. Prov. 14:23*
-

# Establishing Operational Values for Your Business

Bronner Business Institute – [www.NHBBI.org](http://www.NHBBI.org)

- **Operational Values**
- We shall endeavor to uphold the following operational values:
  - • Trust God for results. Be accountable to God for results.
  - • Rely on God's provision for profit.
  - • Give accountability to a small group of peers for key decisions.
  - • Regular spoken witness of Jesus Christ's influence in the company.
  - • Maintain biblical principles in decision making.
  - • Family comes before business.
  - • Be an excellent example.
  - • Reward people for good work.
  - • Be a part of a team.
  - • Work for the good of our clients, our staff, and our organization.
  - • Be trusted by fellow staff, clients, and vendors.

# Establishing Operational Values for Your Business

Bronner Business Institute – [www.NHBBI.org](http://www.NHBBI.org)

- **Operational Values**

- We shall endeavor to uphold the following operational values:

- • Treat suppliers with respect and courtesy. Pay our bills on time.
- • Make a positive contribution to protecting the environment.
- • Share in the financial prosperity of the company.
- • Recognize that each individual has an important contribution regardless of his/her experience.
- • Depend on the leading of the Holy Spirit in decisions in the company.
- • Confront differences with an individual before discussing matters with others.
- • Will not discriminate in regard to gender, race or color.
- • Meet for prayer on a regular basis.
- • Avoid incurring debt.
- • Maintain high levels of quality and quality control.
- • Make periodic salary adjustments matched to changing needs.
- • Allocate time to pray, think and reflect.
- • Go home on time.
- • Get input from wives and husbands on important family and business issues.
- • Fellowship with staff and family shall be an integral part of a developing a caring workplace

# Establishing Operational Values for Your Business

Bronner Business Institute – [www.NHBBI.org](http://www.NHBBI.org)

- **Decision-Making**
- Key decisions within the business shall be made under a biblical pattern of two or more agreeing as to a matter. The company shall acknowledge the leadership of the Holy Spirit in the operation of the business. Decision making shall not be "outcome-based" but "process-based" and "obedience-based." This will require obedience at times versus weighing pros and cons of a given matter.
- **Prayer**
- *In the same way, the Spirit helps us in our weakness. We do not know what we ought to pray for, but the Spirit himself intercedes for us with groans that words cannot express.*
- *Rom. 8:26*

# Establishing Operational Values for Your Business

Bronner Business Institute – [www.NHBBI.org](http://www.NHBBI.org)

- **Every Matter Established by Two Or More Witnesses**
- *"By the mouth of two or three witnesses every word shall be established."*
- *2 Corinthians 13:1*
- *But if he will not listen, take one or two others along, so that `every matter may be established by the testimony of two or three witnesses.'*
- *Matt. 18:16*
- *Do not entertain an accusation against an elder unless it is brought by two or three witnesses.*
- *1Tim. 5:19*
- **Avoid Man's Wisdom**
- *Trust in the LORD with all your heart and lean not on your own understanding;*
- *in all your ways acknowledge him, and he will make your paths straight. Prov. 3:5,6*
- **Spouse Counsel**
- Spouses shall be consulted before any major decision that may affect the future direction of the firm.
- *Likewise, ye husbands, dwell with them according to knowledge, giving honor unto the wife, as unto the weaker vessel, and as being heirs together of the grace of life; that your prayers be not hindered. Finally, be ye all of one mind, having compassion one of another, love as brethren, be pitiful, be courteous. I Peter 3:7,8*

# Establishing Operational Values for Your Business

Bronner Business Institute – [www.NHBBI.org](http://www.NHBBI.org)

- **FINANCIAL ISSUES**

- The company shall prayerfully consider how profits are to be used in the company. We affirm that our work is our ministry. Thus, moneys may be used to expand our ministry and serve other needs that arise.
- We believe that all of work is worship and there is no distinction between our work and our ministry. Our giving will be led on an individual basis.
- *Honor the Lord from your wealth, and from the first of all your produce; So your barns will be filled with plenty, and your vats will overflow with new wine. Prov. 3:9,10*
- *"Will a man rob God? Yet you rob me. "But you ask, 'How do we rob you?' "In tithes and offerings. You are under a curse --the whole nation of you --because you are robbing me.*
- *Bring the whole tithe into the storehouse, that there may be food in my house. Test me in this," says the LORD Almighty, "and see if I will not throw open the floodgates of heaven and pour out so much blessing that you will not have room enough for it.*
- *I will prevent pests from devouring your crops, and the vines in your fields will not cast their fruit," says the LORD Almighty. "Then all the nations will call you blessed, for yours will be a delightful land," says the LORD Almighty. Mal. 3:8-12*
- *"A tithe of everything from the land, whether grain from the soil or fruit from the trees, belongs to the LORD; it is holy to the LORD. If a man redeems any of his tithe, he must add a fifth of the value to it. The entire tithe of the herd and flock --every tenth animal that passes under the shepherd's rod --will be holy to the LORD. He must not pick out the good from the bad or make any substitution. If he does make a substitution, both the animal and its substitute become holy and cannot be redeemed." Lev. 27:33*
- **Salaries**
- Salaries for Marketplace Leaders employees shall be established based on several criteria. We believe the Lord is our ultimate provider. Marketplace Leaders is simply one instrument for that provision.
- *And my God will meet all your needs according to his glorious riches in Christ Jesus.*
- 
- *Phil. 4:19*
-

# Establishing Operational Values for Your Business

Bronner Business Institute – [www.NHBBI.org](http://www.NHBBI.org)

- **Pay a Fair Wage**
  - To match pay with individual needs and their level of responsibility.
  - Avoid "pressure" economics. (We do not try to pay the minimum because we can avoid paying more. )
  - Avoid adversarial relationships so that all staff feel they are treated fairly.
- *Masters, provide your slaves with what is right and fair, because you know that you also have a Master in heaven. Col. 4:1*
- *"So I will come near to you for judgment. I will be quick to testify against sorcerers, adulterers and perjurers, against those who defraud laborers of their wages, who oppress the widows and the fatherless, and deprive aliens of justice, but do not fear me," says the LORD Almighty. Mal. 3:5*
- *Look! The wages you failed to pay the workmen who mowed your fields are crying out against you. The cries of the harvesters have reached the ears of the Lord Almighty.*
- *James 5:4*
- **Reward Extra Effort**
  - Good workers will be rewarded.
  - Loyalty shall be rewarded.
  - Superior supervisors shall be rewarded.
- *He who tends a fig tree will eat its fruit, and he who looks after his master will be honored.*
- *Prov. 27:18*
- *All hard work brings a profit, but mere talk leads only to poverty. Prov. 14:23*
- Rewards shall be determined by management based on multiple criteria that best meets the needs of the individual. This may be financial, time off, vacation, or any reward that may have value to the individual. This shall be determined by more than one individual in the company.
- **Retirement/Profit Sharing Plan**
- We believe it is biblical to set aside money for retirement needs. The company has a profit sharing plan that allows up to 15% of the annual compensation of each employee to be set aside in a retirement program. The company makes 100% of this contribution above and beyond the base compensation of the employee. Eligibility is after two years of full time employment. These amounts shall be determined by management.
- *I have seen a grievous evil under the sun: wealth hoarded to the harm of its owner, or wealth lost through some misfortune, so that when he has a son there is nothing left for him. Eccl. 5:13-14*

# Establishing Operational Values for Your Business

Bronner Business Institute – [www.NHBBI.org](http://www.NHBBI.org)

- **Bonuses**

- The company shall reserve the right to set aside money for staff profit sharing above and beyond the retirement plan if decided by the internal management committee.

- *The LORD will grant you abundant prosperity --in the fruit of your womb, the young of your livestock and the crops of your ground --in the land he swore to your forefathers to give you. Deut. 28:11*

- **Principal Salary**

- God owns all that we have. As such, God has allowed some to *manage* that which God has entrusted while on this earth. It is the manager's responsibility to serve those under his care and to manage and use the funds given in a manner that will glorify God and advance the Kingdom. In an effort to avoid falling into deceit that could be caused by wealth and power created by a company, an accountability system has been set up to insure that managers of God's business stay within the will of God for the business. We believe managers of God's business can prosper and enjoy the fruits of their labor. However, riches can easily corrupt. Accountability can assist in keeping the manager moving toward God's purposes for monies generated through the business. In addition, each manager must give his own accounting of those resources before God.

- The salary, company benefits, and bonuses for the company owner (manager) shall be determined by the Council of Advisors established for the company. This shall be reviewed on an as needed basis. The same shall hold true for other senior level positions.

- *But godliness with contentment is great gain. For we brought nothing into the world, and we can take nothing out of it. But if we have food and clothing, we will be content with that. People who want to get rich fall into temptation and a trap and into many foolish and harmful desires that plunge men into ruin and destruction. For the love of money is a root of all kinds of evil. Some people, eager for money, have wandered from the faith and pierced themselves with many griefs. I Tim 6: 5-11*

- *...but the worries of this life, the deceitfulness of wealth and the desires for other things come in and choke the word, making it unfruitful. Mark 4:19*

- *Since therefore Christ suffered in the flesh, arm yourselves also with the same intention so as to live for the rest of your earthly life no longer by human desires but by the will of God.*

- *I Peter 4:1-3*

- *"Who then is the faithful and wise servant, whom the master has put in charge of the servants in his household to give them their food at the proper time? It will be good for that servant whose master finds him doing so when he returns. Matt. 24:46*

- *Let the elders that rule well be counted worthy of double honor, especially they who labor in the word and doctrine. I Timothy 5:17*

- *Sitting down, Jesus called the Twelve and said, "If anyone wants to be first, he must be the very last, and the servant of all." Mark 9:35*

- *Not so with you. Instead, whoever wants to become great among you must be your servant. Mark 10:43*

- *"No servant can serve two masters. Either he will hate the one and love the other, or he will be devoted to the one and despise the other. You cannot serve both God and Money."*

- 

Luke 16:13

# Establishing Operational Values for Your Business

Bronner Business Institute – [www.NHBBI.org](http://www.NHBBI.org)

- **Cash Flow/Emergency Funds**

- The company shall attempt to maintain a level of financial stability that shall enable the company the ability to weather downturns. At least two to three months operating capital shall be escrowed in an interest bearing account. Additional revenue may be set aside for future acquisitions or special needs.

- *Be sure you know the condition of your flocks, give careful attention to your herds;*

- 

*Prov. 27:23*

- *Suppose one of you wants to build a tower. Will he not first sit down and estimate the cost to see if he has enough money to complete it? Luke 14:28*
- *I have seen a grievous evil under the sun: wealth hoarded to the harm of its owner,*
- *or wealth lost through some misfortune, so that when he has a son there is nothing left for him. Eccl. 5:13-14*

- **Overtime**

- Management recognizes that the nature of any enterprise can require overtime from time to time. Management also recognizes that family must remain more important than business. Overtime requirements shall be viewed in light of keeping our commitment to insuring that the family shall not suffer from the need for overtime.

- **Council of Advisors**

- The company has established a council of advisors for the purpose of maintaining accountability for key decisions made within the business. The advisors will also be used for general counsel as to the long-range and short-term planning processes. In addition, the council of advisors will serve as an appeal board for any employee or spouse that may need to appeal a decision made by the management.

- **Vendors**

- Vendors shall be paid within 30 days or less from the date of their invoice.

# Establishing Operational Values for Your Business

Bronner Business Institute – [www.NHBBI.org](http://www.NHBBI.org)

- **Layoffs**
- Should the company face a need to reduce staff it shall be concluded based on concerted prayer as with any other key decision.
- **Termination**
- There shall be two primary reasons for termination:
  - *Job Performance* - Termination could be made should job performance not match expectations for which the employee has been hired. Every effort will be made to assist the staff member in achieving the expected performance levels required to maintain a role in the company.
  - *Gossip/Insubordination* - It is expected that each staff member shall maintain a commitment to integrity in the office place. Any disagreements with management policies and decisions should be voiced directly with management. Discussions with fellow employees that can be construed as gossip or discussions that may be deemed to be divisive to the office shall be grounds for immediate dismissal. Complaints should be voiced directly to management or to the individual that may be involved, not fellow employees.
- *As a north wind brings rain, so a sly tongue brings angry looks. Prov. 25:23*
- *He who pursues righteousness and love finds life, prosperity and honor. Prov. 21:21*
- *A fortune made by a lying tongue is a fleeting vapor and a deadly snare. Prov. 21:6*
- *A perverse man stirs up dissension, and a gossip separates close friends. Prov. 16:28*
- *With his mouth the godless destroys his neighbor, but through knowledge the righteous escape. Prov. 11:9*
- *The tongue also is a fire, a world of evil among the parts of the body. It corrupts the whole person, sets the whole course of his life on fire, and is itself set on fire by hell. James 3:6*
- *I said, "I will watch my ways and keep my tongue from sin; I will put a muzzle on my mouth as long as the wicked are in my presence." Ps. 39:1*
- *Whoever slanders his neighbor in secret, him will I put to silence; whoever has haughty eyes and a proud heart, him will I not endure. Ps. 101:5*
- *Get rid of all bitterness, rage and anger, brawling and slander, along with every form of malice. Eph. 4:31*
- *For I fear lest, when I come, I shall not find you such as I wish, and that I shall be found by you such as you do not wish; lest there be contentions, jealousies, outbursts of wrath, selfish ambitions, backbiting, whisperings, conceits, tumults; and lest, when I come again, my God will humble me among you, and I shall mourn for many who have sinned before and have not repented of the uncleanness, fornication, and licentiousness which they have practiced. 2 Cor 2:20-21*
- It is our desire that our workplace and work-related policies reflect the love and devotion we have for the Lord Jesus Christ. May He be honored in all aspects of our working life.
- - Os Hillman, founder and president, Marketplace Leaders

# Establishing Operational Values for Your Business

Bronner Business Institute – [www.NHBBI.org](http://www.NHBBI.org)

- 
- **Corporate Mission**
- Marketplace Leader's purpose is to help men and women fulfill their God-given calling in and through their work life.
- **Strategy to Accomplish Mission**
- We accomplish our mission through teaching resources and services to equip men and women to fulfill their calling in and through their work life.
- **Distinctives**
- *Ethics and Integrity* - To provide our services in a way that is consistent with biblical values. To serve our vendors and clients in the same way we wish to be serviced.
- *A good name is more desirable than great riches; to be esteemed is better than silver or gold. Prov. 22:1*
- *Surely you desire truth in the inner parts; you teach me wisdom in the inmost place. Ps 51:6*
- *Personal Satisfaction* - To provide a working environment that allows each individual the opportunity for personal and professional growth.
- *Profit* - To provide our services at a reasonable profit, thereby allowing the company to grow. *The LORD will grant you abundant prosperity --in the fruit of your womb, the young of your livestock and the crops of your ground --in the land he swore to your forefathers to give you. Deut. 28:11*
- *All hard work brings a profit, but mere talk leads only to poverty. Prov. 14:23*
- 

## Operational Values

- We shall endeavor to uphold the following operational values:
- • Trust God for results. Be accountable to God for results.
- • Rely on God's provision for profit.
- • Give accountability to a small of peers for key decisions.
- • Regular spoken witness of Jesus Christ's influence in the company.
- • Maintain biblical principles in decision making.
- • Family comes before business.
- • Be an excellent example.
- • Reward people for good work.
- • Be a part of a team.
- • Work for the good of our clients, our staff, and our organization.
- • Be trusted by fellow staff, clients, and vendors.
- • Treat suppliers with respect and courtesy. Pay our bills on time.
- • Make a positive contribution to protecting the environment.
- • Share in the financial prosperity of the company.
- • Recognize that each individual has an important contribution regardless of his/her experience.
- • Depend on the leading of the Holy Spirit in decisions in the company.
- • Confront differences with an individual before discussing matters with others.
- • Will not discriminate in regard to gender, race or color.
- • Meet for prayer on a regular basis.
- • Avoid incurring debt.
- • Maintain high levels of quality and quality control.
- • Make periodic salary adjustments matched to changing needs.
- • Allocate time to pray, think and reflect.
- • Go home on time.
- • Get input from wives and husbands on important family and business issues.
- • Fellowship with staff and family shall be an integral part of a developing a caring workplace.