



SECOND EDITION

Stories of
Caring Leadership
in the Workplace...

Welcome...

... to our second edition of MPACT. The previous edition shared stories from 16 chaplains regarding amazing transformation in the lives of company employees we serve. In this edition, we share insights from company leaders who have our chaplains serving their employees.

These Caring Company Leaders share their leadership principles, best practices, insightful ideas and, of course, ways they care for the well-being of their employees.

We asked these leaders to answer the following types of questions:

- How would you define a caring leader?
- What are some of the best lessons you have learned as a leader?
- Who has influenced your leadership the most?
- How do you empower others in your organization?
- How has your leadership changed over time?
- What do you think most impacts company culture?
- What are your Top 3 Best Practices?

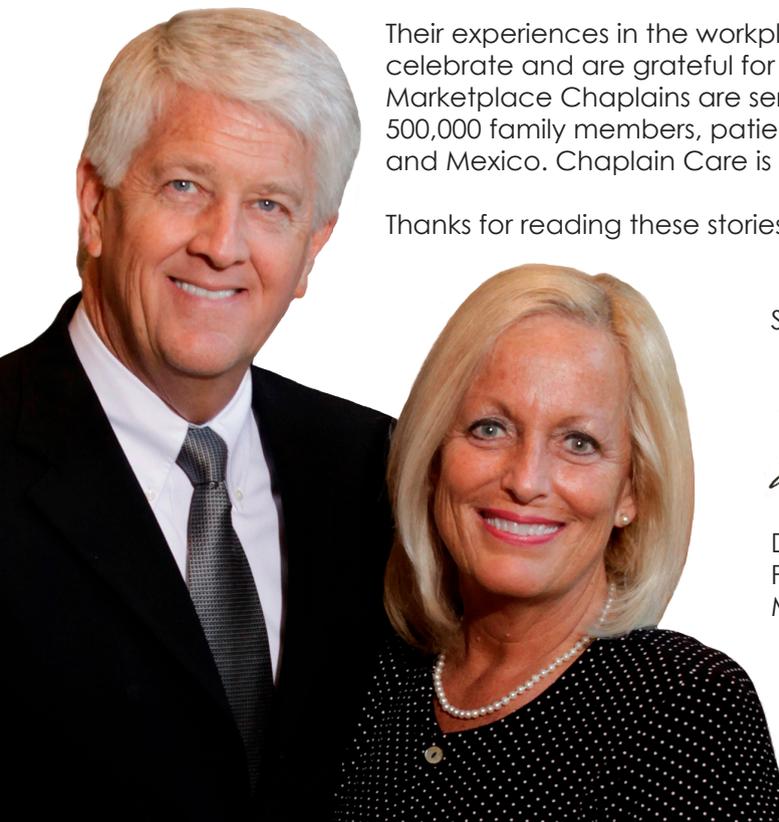
Their experiences in the workplace will inform, inspire, and impact every reader. We celebrate and are grateful for our partnership with nearly 900 companies. Over 1,500 Marketplace Chaplains are serving over 200,000 employees every day, as well as over 500,000 family members, patients, and senior living residents across the U.S., Canada, and Mexico. Chaplain Care is making a difference.

Thanks for reading these stories. We are confident each one will have an MPACT!

Serving you,



Doug and Donna Fagerstrom
President & CEO
Marketplace Chaplains



Understanding Needs

DEFINE A CARING LEADER:

One who sees beyond the needs of the company and understands the needs of the employee, customer, or vendor, leaning on the Lord to supply/meet those needs.

BEST LESSON LEARNED AS A LEADER:

To shut up and listen.

WHO HAS INFLUENCED YOUR LEADERSHIP THE MOST?

After the Lord, probably my wife.

HOW DO YOU EMPOWER OTHERS IN YOUR ORGANIZATION?

Allow them to make decisions and fail without retribution.

HOW HAS YOUR LEADERSHIP CHANGED?

Become more prayerful prior to making decisions.

WHAT ISSUES DO YOU NEED TO ADDRESS FOR THE FUTURE?

Continued influence with the "next in line" successor.

WHAT DO YOU THINK IMPACTS COMPANY CULTURE THE MOST?

My continuing prayer for those maintaining corporate culture.

WHAT STYLE OF COMMUNICATION WORKS BEST FOR YOU?

Written

WHAT ARE SOME OF THE BEST WAYS YOU HAVE FOUND TO CARE FOR YOUR PEOPLE?

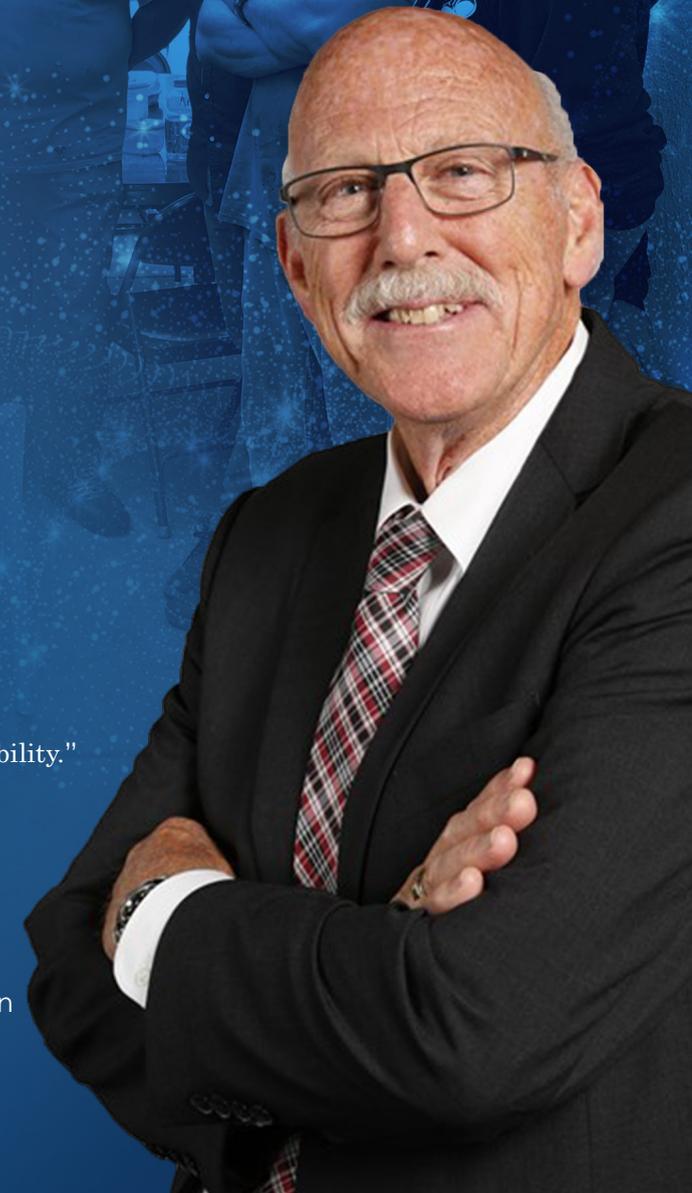
Marketplace Chaplains and financial reward for effort and "availability."

WHAT ARE YOUR TOP 3 BEST PRACTICES?

1. Seek God's wisdom
2. Seek godly counsel from like-minded people
3. **DEPEND** on God to deliver whatever is needed

Eric Snyder, President

Snyder Manufacturing Corporation
Long Beach, CA
13 Employees
Chaplains serving since 2005



Just Listen

DEFINE A CARING LEADER

To me, a caring leader makes multiple efforts to ensure every associate has the tools necessary to live life successfully. We provide fair wages, comprehensive healthcare, training, education, financial advice, and chaplain care. These are available to meet our associates' health, work, financial, and social/spiritual needs. If a man is cold, prove you care by giving him a coat.

BEST LESSON LEARNED AS A LEADER

One of the best lessons I've learned about being a good leader is to listen. People want to be heard. They have important and valuable ideas. Don't immediately tell everyone how to solve an issue, but wait and give another leader the opportunity to provide a solution. This allows that associate to contribute knowledge, judgment, and capability which strengthens his or her confidence, while displaying problem-solving skills that encourage others to follow.

EMPOWERING OTHERS

I try very hard to empower my leadership team by resisting the temptation to micro-manage. It is hard to stay out of the details or delay my involvement until the last minute because I worry that I will get involved too late and not have enough time to avoid any catastrophes, but I've learned over the years that my team is more than capable. They possess the judgment to involve me at the right time.

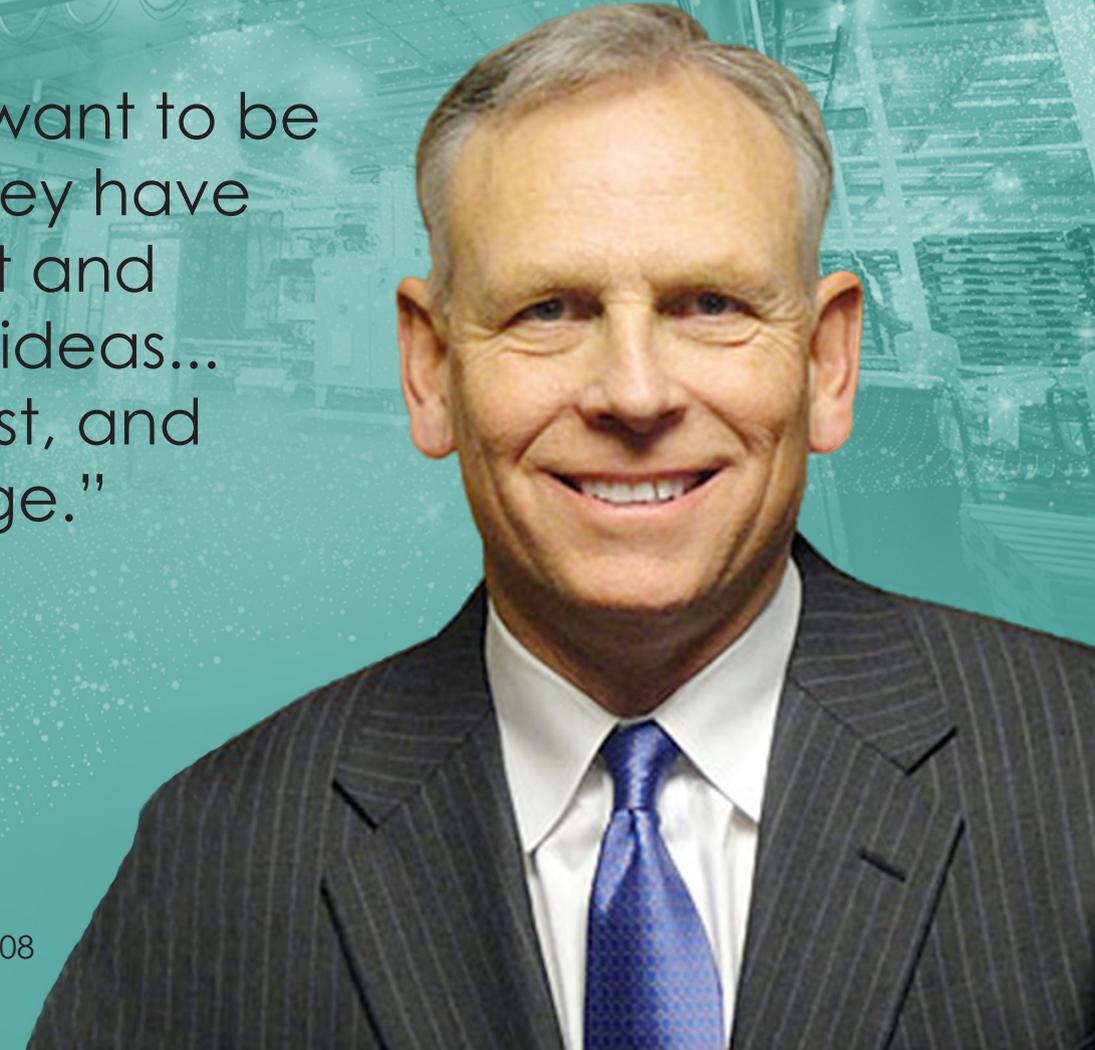
1. Listen
2. Trust
3. Encourage



"People want to be heard. They have important and valuable ideas... Listen, trust, and encourage."

Scott Bull, CEO

Pace Industries
Fayetteville, Arkansas
4,006 Associates
Chaplains serving since 2008



A Culture of Active Compassion

BEST WAYS TO CARE

I believe the best way to care for our associates is to create a culture of active compassion. I tell people it is easy to write a check to a charity, but the most powerful way to make a difference is to get involved with a cause you are passionate about and volunteer. Everyone benefits—the people served, the volunteers themselves, their co-workers, and their transformed lives eventually impact the workplace.

WHAT WE DO

We have a program that encourages our associates to go out and make a difference. Our HERO (Helping Employees Reach Out) program donates \$50 for each hour an associate volunteers to the charity of their choice. It has been rewarding to see several of our associates work with local charities and some even go overseas on mission trips to Nicaragua, El Salvador, or Liberia. Every associate that participates in the HERO program is transformed by the experience, which impacts the way they interact with their co-workers.

STORY OF ACTIVE COMPASSION

Three years ago, as one of our associates was going to his car, he noticed the tires on a co-worker's car were worn and needed to be replaced. Knowing the circumstances of this associate, he went back to the office, got the keys to the car and took up a collection from other associates to buy a new set of tires. I had nothing to do with this act of kindness. It was one associate seeing another one's needs and remedying the situation. I was brought to tears when I was told this story. Nothing is more important than a healthy culture like this in business.

Swagelok®

Swagelok Georgia | Jacksonville

“...The most powerful way to make a difference is to get involved with a cause you are passionate about...”

Shaun Callahan, President and CEO

Swagelok Georgia/Jacksonville
Atlanta, Georgia
32 Associates
Chaplains serving since 2015



Employee Engagement is Hard Work

WHO HAS INFLUENCED YOUR LEADERSHIP THE MOST?

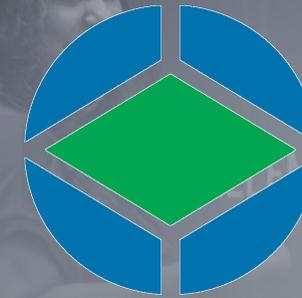
I am constantly challenged and encouraged by the way Jesus Christ handled difficult situations and sinful people with incredible compassion, mercy, and grace. God's ways are not our ways (Isaiah 55:8-9). This kingdom mindset forces me to look at everything through His eyes and not my own. Jesus challenges me to put people before profits. He has been the most influential in shaping me as a servant-leader.

WHAT IMPACTS COMPANY CULTURE THE MOST?

The mission of any organization is critically important to the culture because it helps answer the question, "Why do we exist?" No matter how good a mission statement is, the level of employee engagement is what impacts company culture the most. For many years, we did amazing things, like sending our people on mission trips, donating to local non-profits, building churches and global hope centers, profit sharing, bonus plans, and lunches, but we were failing at employee engagement.

In 2017, our employee engagement was at 52% — a respectable score as average U.S. scores range from 13 to 30%. However, we were not satisfied as this told us that half of our employees were not engaged. We determined to focus on engagement and in six months' time, brought our score up to 72%. We have seen wonderful benefits in the process.

I would encourage CEOs to measure engagement and not assume anything. Today's employees want to be heard, and they want to play a part in the success of the company both socially and financially. Achieving a high level of engagement takes some focused work and is an investment that will dramatically impact the culture of any organization.

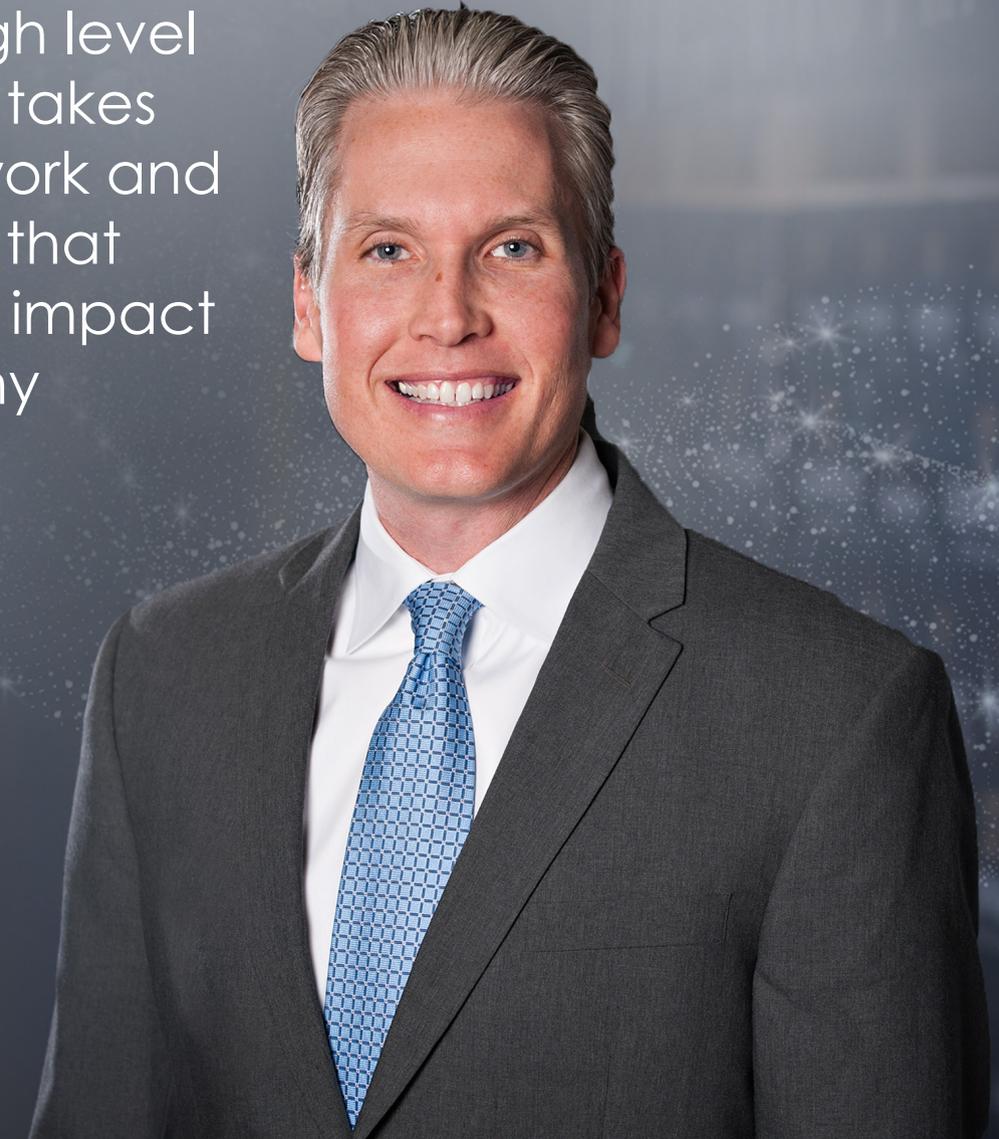


Gulf Winds®

“Achieving a high level of engagement takes some focused work and is an investment that will dramatically impact the culture of any organization.”

Todd Stewart, President

Gulf Winds International
Houston, Texas
180 Employees
360 Owner Operators/Drivers
Chaplains serving since 2014



Define Reality and Give Hope

BEST LESSON LEARNED AS A LEADER

One of the best lessons I've learned as a company leader is that my job is to "Define Reality and Give Hope." During the Great Recession of 2008, we had to lay off hundreds of wonderful, dedicated team members to ensure the company would survive. It was a very difficult season, and our chaplains walked alongside us the entire time. We appreciated that we could share honestly with them about these hard times while looking prayerfully and expectantly to the future. We tried to help those we were forced to lay off with three times our standard severance pay. As our business recovered and survived, we have been able to hire back many of those team members.

WHAT ISSUES HAVE YOU HAD TO ADDRESS FOR THE FUTURE?

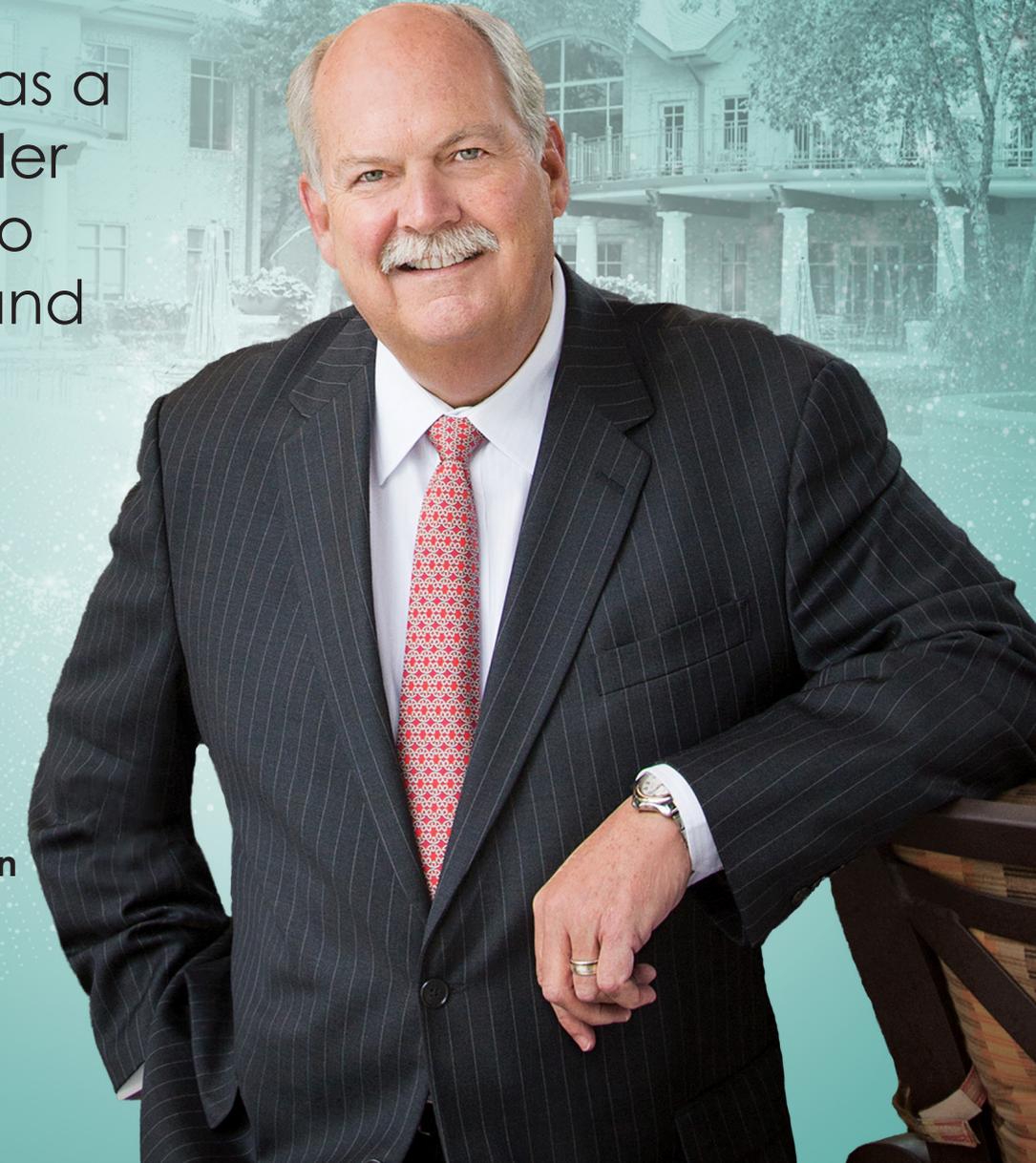
I started the company over 40 years ago, and as the founder and primary stockholder of our private company, I have had to face some big questions. What should happen to the company going forward? Should I sell out to another company or investor and maximize my financial return? Are there other options that exist? After much thought, prayer, and conversation with family, senior management, and Family Foundation leadership, we came to the conclusion that our goal would be to continue as a private company for 100 years or more into the future. In support of our team, our customers, and our community, we decided that the ultimate ownership of the company would be vested one third for the Team (Senior Management and an ESOP), one third for Charitable interests, and one third for the Founding Families. We feel this solution is consistent with our faith and vision for the future and is in gratitude for the blessings we have received.

David Weekley Homes

"I've learned as a company leader that my job is to define reality and give hope."

David Weekley, Chairman

David Weekley Homes
1,608 Team Members
Houston, Texas
Chaplains serving since 2003



Communication from the Heart

BEST LESSON LEARNED AS A LEADER

As a leader, you are the last to hear. Being at the top puts you in isolation, and there are two types of people who isolate you. One constantly brings you complaints and wants you to fix it. Things could be perfect and they would find fault that drains your energy. The second type keeps you in the dark and only spoon-feeds you the information that they think you need to hear or they want you to hear. Both are equally dangerous to your organization, so having trusted and truthful partners that form your leadership team is invaluable.

EMPOWERING OTHERS

Our organization empowers others by training and mentoring them with guiding principles and then allowing them to take charge.

WHAT IMPACTS COMPANY CULTURE THE MOST?

Trust and leadership impact company culture the most. Employees desire a defined path and a leader to take them to their destinations and goals. A company that lacks goals and focus will flounder.

BEST COMMUNICATION STYLE

Sharing organized thoughts from the heart is the best kind of communication, whether it be one-on-one, in small or large groups, verbal or written. It needs to come from the heart.



Greg Sweeney
Director of On-Site Services
ITAC

MARKETPLACE CHAPLAINS HAS BEEN A GAME-CHANGER FOR US

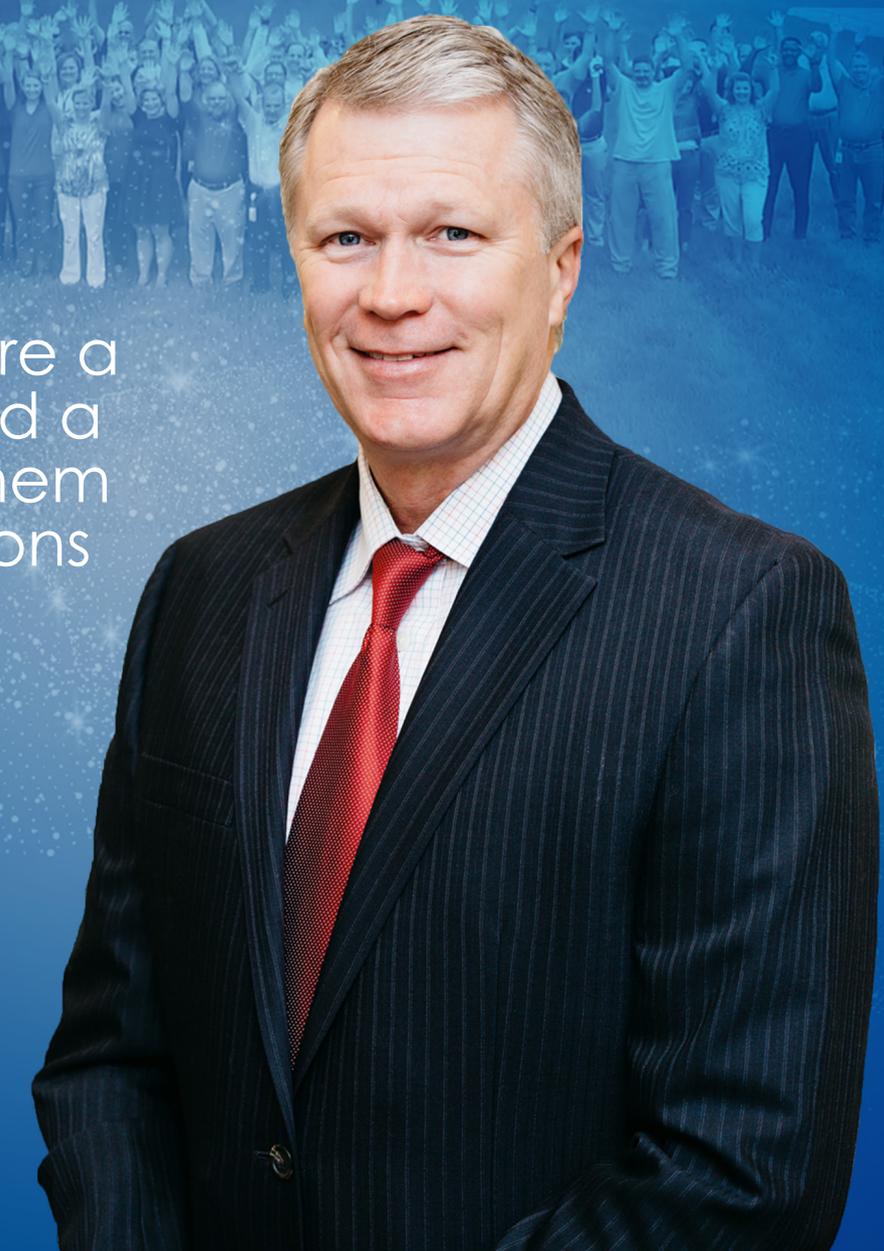
While on vacation last summer, several distressing life events overwhelmed me (a friend's suicide, a son's seizure, and my mom's dementia diagnosis). I returned to ITAC the following Monday and immediately shared the details of my week with my closest friends and then tried to tackle my work that had accumulated during my time away. That afternoon, as I struggled to be productive, I looked up and saw Chaplain Rosemary. As I discussed the events of my vacation with her, she showed genuine compassion and encouraged me by sharing several of God's promises. She was a huge light for me that day at just the time I needed it.

We often refer to our company as the ITAC family, and it did not take long for our chaplains to become a vital part of our family. They demonstrate genuine care and concern for each of us . . . non-judgmental, approachable, kind, and always understanding.

ITAC[®]



“Employees desire a defined path and a leader to take them to their destinations and goals.”



D. Jon Loffis, President
ITAC
Chester, Virginia
212 Employees
Chaplains Serving Since 2016

Chaplains Help Build Margin

HOW DO YOU EMPOWER OTHERS?

I empower others by giving them the opportunity to “try.” As long as they’re willing to take responsibility, I will give it to them. Everyone wants authority; few want responsibility for the comprehensive task of being in charge. Equal measures of responsibility and authority are key to success. That is one of the most important principles I’ve learned from the Christian business leaders who mentored me.

BEST WAYS TO CARE

We have grown to over 500 employees. A downside of such growth is that our corporate staff can no longer give each person the personal time and attention we did in the early days. Over ten years ago, we contracted with Marketplace Chaplains in response to this issue. Our chaplains have helped to bridge the gap. They spend time in all our operations, getting to know our people and caring for them whether with a quick word of encouragement, visiting someone in the hospital, or by performing a funeral. They have become an integral part of our company.

WHAT WE DO

Quarterly, we have implemented “Lunch and Learns” facilitated by our chaplains. Some of the topics we have explored in our “Lunch and Learns” have been marriage, raising children, raising teens, caring for aging parents, finances, and how to grow spiritually. This has proven quite valuable to our people, helping them to navigate many of the challenges they are facing. I believe our chaplain care, coupled with the “Lunch and Learns,” helps to build some margin into our people’s lives, and that enables them to better navigate the pressures of life.



DRIVER'S VILLAGE

“Equal measures of responsibility and authority are key to success.”

Lou Bregou, Director of Operations

Driver's Village
Cicero, New York
542 Employees
Chaplains serving since 2005



Actions Speak Louder than Words

IMPACTING COMPANY CULTURE

I believe actions speak louder than words. Organizations can talk about values and commitments, but the actions of the leadership team impact culture the most. Employees recognize very quickly if words and actions align.

BEST WAYS TO CARE

We have close to 1,000 employees spread out in large and small operations across Oklahoma. Our managers are an important part of showing our caring spirit to our employees, but sometimes the supervisor/employee relationship makes this difficult. We brought in Marketplace Chaplains in 2016 to help with employee care. Our chaplains visit all our locations once a week and get to know our employees and become resources in times of trouble. We have heard stories of chaplains supporting employee marriages and caring for their families during health issues and times of death. We would not have had these positive outcomes without the chaplains.

STORY OF ACTIONS SPEAKING LOUDER THAN WORDS

A new employee heard about our chaplain services during his first-day orientation. After working with us for a short time, a chaplain visited the worksite and the new employee was surprised to meet him. He thought the discussion of chaplain services during his first-day orientation was just talk. As I said before, actions do speak louder than words.

DOLESE

“The actions of the leadership team impact culture the most.”



Mark Helm, President

Dolese Bros. Co.

991 Employees

Oklahoma City, Oklahoma

Chaplains serving since 2016

Define Your Culture in Words

IMPACTING COMPANY CULTURE

One of the most important things to do to maintain company culture is to define exactly what you expect it to be. The attributes of the company culture should be based not on what you think it should be but, rather, on the elements that you live by and model for others. Define specifically what you want the culture to be. It will help you and the other leaders and team members know what they are aiming for. By beating the drum of your values, you will set a tone that everyone will respect and come to appreciate.

WHAT WE DO

At CablesAndKits we have a daily 30-minute all-staff meeting. At the end of the meeting, one team member will read an element from our CK Way culture book and usually give an example of how we are (or are not) living out that element at CablesAndKits. As the meeting concludes, the team member chooses who will lead the meeting and speak about our values the following day. This keeps everyone actively engaged in the culture to the point where our values are understood and embraced by everyone.



“By beating the drum of your values, you will set a tone that everyone will respect and come to appreciate.”

Craig Haynie, CEO
CablesAndKits
Buford, Georgia
29 Employees
Chaplains serving since 2013

Ready to Lead?

You have just read some great examples of **Caring Leadership**. We trust you have learned two or three new ideas to impact your company.

The smallest thing can make the biggest difference. Pick one **“aha”** idea you read and just do it. If we can assist you in any way, please do not hesitate to call.

If you do not have a Chaplain Care Team, we would love to visit with you about customizing an employee care service tailored specifically for your company.

Caring leaders who have our professionally-trained chaplains in their workplace have shared:

- I can't imagine **NOT** having chaplains serving our employees.
- We could not do this without the chaplains.
- Our company encountered a major crisis and the chaplains were here for every employee.
- The chaplains have made this a better place to work.
- We need to change our culture, and we need the chaplains to help us.

And, there are so many more...

www.mchapusa.com

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