

# RonaldBlueTrust®

Wisdom for Wealth. *For Life.*®



## A Guide to Rebuilding

**RESTORING 20/20 CLARITY**

A Wisdom for Business Workshop

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## Introduction

Times of crisis often multiply the uncertainties facing businesses and their leaders. Just as business owners need wisdom for how to react during the crisis, they also need wisdom for how to rebuild their companies after the crisis.

Directing a business through this crisis has required business owners and leaders to focus on work that is both urgent and important. However, much of the work that will be required to rebuild a business after this crisis is likely important but NOT urgent. Business owners must first reorient their thoughts from a reactionary mindset to a rebuilding mindset by focusing on the strategic work that will lead their organization forward. For example, it is important for business owners and leaders to invest the time to:

- *Step 1: Reorient their mindset*
- *Step 2: Reflect on the lessons they have learned through this crisis*
- *Step 3: Reassess their companies' operations within a changing landscape*
- *Step 4: Reinvent their businesses' products and services within a new competitive landscape*
- *Step 5: Redirect their strategic plans*

At Ronald Blue Trust, we call this the R2R Process. This process practically applies biblical wisdom, proven strategic planning methods and insights from other business owners to help rebuild companies and enhance their Kingdom impact.

**REACT**

STEP 1

**REORIENT**

STEP 2

**REFLECT**

STEP 3

**REASSESS**

STEP 4

**REINVENT**

STEP 5

**REDIRECT**

**REBUILD**

## Leadership: Reacting vs. Rebuilding



“Leadership in crisis” is different than “leadership out of crisis.” As business owners begin rebuilding their businesses, it is important to understand these differences so we can make the necessary adjustments.

In our work with business owners and leaders facing a crisis, here are some critical success factors we have identified:

- It is important to surround yourself with wise counsel, especially during times of uncertainty and instability.
- God’s mission will advance in the midst of the uncertainty and instability we are currently experiencing. We want to encourage you and your business to remain committed to your purpose - Why God created your business or how your business contributes to a better world.
- As you are having to make complicated and difficult decisions, how you handle those conversations and decisions will never be forgotten by people. We want to remind you that people will eventually forget what you say, but they will not forget how you make them feel.
- Traditional competition creates a winner and a loser. How can you apply wisdom to create an environment that helps the most people “win” right now?
- As you are handling the daily, immediate, urgent issues, don’t neglect to focus on the important decisions for the future. Begin planting seeds today that could produce a harvest when we emerge from this period of uncertainty.
- We want to encourage you to take the time to reflect and document all that you’re learning about yourself, your team and your business. These insights will become helpful to you both now and in the future.

- Under pressure, what comes out? Pressure has definitely increased in this season. Anxiety and stress lead to emotional reactions. Fear causes us to fight, flee or freeze. How are you responding? Take a deep breath. Engage a different part of your brain. Think about your values and respond in alignment.
- Are you using this time to develop future leaders? As you manage and lead through these unprecedented times, don't do it alone. Bring a less-experienced, high-potential leader (or successor) into the decision-making process. Allow them to witness you wrestle through these different challenges! It's a wonderful opportunity to prepare and equip the next generation.
- Are you asking for help? Leaders, don't assume that you have to do this alone. People will respond when asked. Is it possible that they don't know how to help? Be clear and specific with your requests. We are seeing individuals step up, sacrifice, innovate, serve and support their leaders in this season. Just ask!
- During times of uncertainty, all of the eyes within your organization are on the business owner. Are you modeling your core values? Social conformity is real. As a leader, what do you want people to emulate? Employees are watching to see if the core values are merely written on the walls or authentically modeled in your actions.
- Do you have a social support network? Under stress, community is vital! We want to encourage you to consider: Who are the people that are in a position to support you? Who can you be vulnerable with? Who can you process important decisions with?
- How are you managing your stress? Stress has a detrimental impact on your ability to think strategically, solve problems and prioritize. Are you taking the necessary time to rest and reset?
- Are you believing the best in people? Much of the workplace has gone virtual. Communication is more difficult. You can't tell when someone is in their "seat" or not. Choose to Trust...
- Do you trust your people with the truth? Leaders, your people will respect you even more when you treat them like adults and communicate the truth. Honor people enough to trust that they can handle the facts. In the absence of information... narratives will be created!
- Are you innovating distinctively? Don't just innovate to innovate! What makes your company distinctive? What is your value proposition? What is your mission? Distinctive - having a quality or characteristic that makes a thing different from others: different in a way that is easy to notice: appealing or interesting because of an unusual quality or characteristic. (Merriam-Webster)
- Are you facing overwhelming circumstances right now? Many of us are being asked to make decisions we never thought we would have to make. Despite how we feel, there are practical things that we could / should be doing. We want you to do what you need to do and then trust God with the rest.
- Do you know the need behind the deed? We are speaking with business leaders every day. One of the consistent concerns is how to answer employee questions (sometimes demands) and meet their needs. In general, people are fearful and all of us are reacting to ensure we can care for our families.

*What principles stand out to you as you read this list?*



## Reorienting Your Mindset

The environment in most businesses during a crisis blurs what was previously very clear. Specifically, the role of the business owner and the mission of the organization. As business owners and leaders reorient their mindset to rebuilding, it is helpful to do three things:

ESTABLISHING ROLE CLARITY	CONFIRMING CORPORATE CLARITY	MITIGATING THE RISKS OF UNCERTAINTY
Reestablish the role of the owner	Confirm the company's mission statement	Know the law and move forward in faith
<i>Nehemiah 1:4</i> <i>Exodus 18</i> <i>Matthew 14:22-23</i> <i>Acts 6:1-7</i> <i>Romans 12:2</i>	<i>Nehemiah 2:5</i> <i>Luke 4:18-20</i> <i>Luke 9:51</i> <i>Hebrews 12:1-2</i>	<i>Luke 10:25-37</i> <i>Matthew 22:15-46</i> <i>Matthew 5:1-48</i> <i>Galatians 5</i>

## From God's Word

In Exodus 18, we see a great example of a leader that needed to reorient their mindset.

Moses was leading the Israelites through the wilderness and had become consumed with the daily task of adjudicating their grievances (vs. 13). Jethro observed Moses serving in this way and realized that this was not the best use of Moses' time. While Moses was the only person who could serve as an intercessor between God and the Israelites, he was spending from morning to evening interceding between the Israelites. This left no time for him to do what only he could do. Jethro advised Moses to delegate the daily tasks of leading the Nation of Israel, so that Moses could focus on interceding for the people before God.

As stewards of the businesses that God has given us, we too need to refocus our efforts on the tasks that only we can do. Not only will this help you lead the organization forward to fulfill your God-given mission, but it will also begin empowering your team by delegating any work that does not fit within your clarified roles and responsibilities.

While roles and responsibilities may be more easily clarified, other aspects of the business remain uncertain. For business owners and leaders rebuilding from a crisis, part of reorienting involves mitigating the risks of uncertainty. This uncertainty could include employee and client safety, changing customer / client behaviors, supplier health and sustainability, and access to growth capital. Additionally, many of the laws and regulations regarding the crisis could still be written, legislated, or considered.

The following are some ideas gleaned from God's word and from other business owners and leaders to help you mitigate the risks of uncertainty as you rebuild your business. Consider the following:

*"For God has not given us a spirit of timidity, but of love, power and discipline."*

- 2 Timothy 1:7 (ESV)

*"Behold I send you out as sheep in the midst of wolves; therefore be shrewd as serpents, and innocent as doves."* - Matthew 10:16 (ESV)

### *What does this look like for a business owner or leader facing these uncertainties?*

There are two main practical applications we can make from these passages:

1. We need to know the law (e.g. employment law, safety regulations, credit agreements, government directives). Whenever Jesus was questioned about the law, He always knew it better than the experts in the law. (Luke 10:25-37, Matthew 22:15-46, Matthew 5:17-48)

### *What if the same thing could be said about you that was said about Jesus in Matthew 22:46?*

2. We need to move forward in faith. We will never have enough information to make the perfect decision. We need to avoid paralysis of analysis. The Fruit of the Spirit in Galatians 5 gives us insight on how to move forward with confidence.
  - We see in vs. 23 that "against such things there is no law (ESV)," so consider these questions as you face "rebuilding" decisions:
 

◦ Is this decision loving?	◦ Is this decision creating a good result?
◦ Does this decision bring joy?	◦ Is this decision faithful to our core values?
◦ Can I live in peace with the outcomes of this decision?	◦ Am I approaching this decision with a gentle spirit?
◦ Do I need to slow down before I make this decision?	◦ Am I practicing self-control with this decision?
◦ Am I making this decision out of a kind heart?	



# Taking the Time to Reflect

We have all heard it said, “if we don’t learn from history, then we are doomed to repeat it.” We can apply this principle in our companies in three primary ways:

CAPTURING LESSONS LEARNED	IDENTIFYING TRADITIONS	ENGAGING IN WISE REVIEW
About the Owner, Key Leaders, and the Company	Consider the Past, Present & Future	Systematically Review the Business Model
<i>Luke 5:16</i> <i>Matthew 14:23</i> <i>Joshua 7</i>	<i>Joshua 4</i>	<i>Nehemiah 2:11-18</i> <i>Nehemiah 13:6-31</i>

There is too much at stake for us to neglect this opportunity to reflect as we rebuild the business God has called us to steward. Our recent survey of business owners and leaders showed that they learned the most about the following areas of their business:

- 33% - themselves and their leadership
- 23% - their business operations
- 20% - their company’s culture
- 13% - their employees
- 13% - their leadership team

The following are some ideas gleaned from God’s word and from other business owners and leaders to help you reflect as you begin to rebuild your business.

## From God's Word

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As we begin to rebuild our businesses, it is imperative that we take the time to learn the lessons this crisis has taught us (Romans 8:28). We see a great example of this in Joshua 4:

*Memorial Stones from the Jordan* - God was leading His people out of the wilderness into the Promised Land. Before the Israelites could enter the Promised Land, God had to perform a miracle by stopping up the Jordan River so the people could walk on dry land. Joshua did not want to forget this miracle, so he instructed men to bring 12 stones from the riverbed in order to remember God's provision.

In much the same way, God is leading us out of the "shelter in place" environment into an economy that is reopening. Notice the following details from this story:

**First, Joshua took the stones while the priests were still in the riverbed.** He knew that as soon as the priests moved out of the riverbed, the current of the river would wash away the physical evidence of the miracle. And he knew that eventually the memory of God's provision would fade, and future generations would forget. In verse 6, we see that Joshua wanted to answer the following question for generations to come – "What do these stones mean to you?"

In the future, you will have new leaders and new team members who will not know about God's provision for your business during this season.

*What traditions / rituals do you want to take from this time, so that you and your people do not forget God's provision?*

**Second, Joshua understood how his work fit into God's greater story.** In verse 24, he shares that the tradition / ritual he instituted was "so that all the people of the earth may know that the Lord's hand is mighty, and so that you may always fear the Lord your God."

Your business fits into God's greater story in a similar way. Your company shines God's light in a dark world. Your company reflects God's glory in a world that needs Him.

*What traditions / rituals do you want to institute to celebrate God's provision and reflect His glory?*

## Reflections From Other Business Owners / Leaders

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### ABOUT THEIR PERSONAL LEADERSHIP

- Working remotely has increased leaders' busyness.
- Leaders need to be sure to highlight the positives when communicating with team members.
- Working remotely has increased communication, but it is the leader's job to move the discussion beyond simply sharing information.
- Leaders need to make sure that "Certainty" is not an idol.
- Being in "crisis mode" can take an emotional toll on a leader.
- God has been pruning the "influencers" leaders listen to.
- Leaders cannot forget the God we serve.
- It is important to manage people individually.

### ABOUT THEIR BUSINESS'S OPERATIONS

- Leaders are increasingly thinking outside of the box for business development.
- Leaders should hold their expectations loosely.

### ABOUT THEIR COMPANY'S CULTURE

- Leaders need to be intentional about the culture they are trying to build through this crisis.
- It is important to intentionally build boundaries between our work and our family.
- Leaders are responsible for engaging people to speak-up in order to avoid a culture of isolation.

### ABOUT THEIR EMPLOYEES

- Our team members are learning that they can lead innovation in their work environments.
- Leaders are learning about their teams' true commitment to the company.

### ABOUT THEIR LEADERSHIP TEAM

- Our leadership team has learned to depend on each other more and to communicate better (e.g. within the team and throughout the company).
- Leadership teams have proven themselves faithful through this time of uncertainty.
- Leadership teams have begun praying together.



# Reassessing the Changing Landscape

For many owners and leaders, their business’s operating landscape has been impacted by this crisis. Some of these changes are temporary, while some of these changes will be long lasting. It is important to invest the time to reassess what has changed for each business and to understand how these changes will impact the company’s operations. We can apply this discipline in our companies in three primary ways:

CALCULATING IMPACT	MEASURING CHANGING BEHAVIORS	PRIORITIZING THREATS
What impact will your reflections have, if left unaddressed? If addressed?	How are your client and vendor behaviors changing?	Identifying threats that can have the greatest impact on the business
<i>James 4:13-15</i> <i>Genesis 1-3</i>	<i>1 Chronicles 12:32</i> <i>Proverbs 11:14</i>	<i>Nehemiah 4:1-21</i> <i>Nehemiah 6:1-14</i>

Overlooking this opportunity to “reassess” as we rebuild will likely impair our ability to steward the businesses God given to us. Our recent survey of business owners and leaders showed that they have observed the greatest change in behaviors and perspectives from:

- 49% - Employees
- 46% - Customers / Clients
- 5% - Vendors / Suppliers

The following are some ideas gleaned from God’s word and from other business owners and leaders to help you “reassess” as you begin to rebuild your business.

## From God’s Word

The Book of Nehemiah is a wonderful resource for leadership lessons. In Chapters 4 & 6 of this book, we see a wonderful example of a leader that analyzes the landscape, prioritizes the threats and then acts. As we begin to rebuild our businesses, it is important for us to follow Nehemiah’s example.

CHAPTER 4	CHAPTER 6
<p><b>THREAT:</b></p> <p>Attempts to discourage the builders</p> <ul style="list-style-type: none"> <li>• Observing the work</li> <li>• Insulting the quality</li> <li>• Scheming to attack</li> </ul>	<p><b>THREAT:</b></p> <p>Attempts to intimidate</p> <ul style="list-style-type: none"> <li>• Deceptive invitations</li> <li>• Spreading rumors</li> </ul>
<p><b>RESPONSE:</b></p> <ul style="list-style-type: none"> <li>• Prayer (v. 4)</li> <li>• Redirecting focus (v. 14)</li> <li>• Adjusting workforce (v. 16)</li> <li>• Increasing communication (v. 20)</li> <li>• Providing protection (v. 22)</li> </ul>	<p><b>RESPONSE:</b></p> <ul style="list-style-type: none"> <li>• Stayed focused on the work (v. 3)</li> <li>• Focused on truth (v. 8-9)</li> <li>• Stayed focused on God’s glory (v. 12-13)</li> <li>• Depended on God’s provision (v. 14)</li> </ul>

Let’s look at how Nehemiah analyzed these two threats.

**First, he calculated the impact.**

Ch. 4 – Employee morale = If he left the threats unaddressed, the building of the wall would be adversely impacted

Ch. 6 – His reputation = If he left the threats unaddressed, his reputation could be adversely impacted

**Second, he measured the changing behaviors.**

Ch. 4 – The escalating behaviors were putting the peoples’ lives at risk

Ch. 6 – The behaviors were different variation of the same personal attack

**Third, he prioritized the threat.**

Ch. 4 – He took action

Ch. 6 – He did not respond

Throughout both accounts, Nehemiah was completely dependent on God to provide. We see this in Nehemiah 4:4, 4:14 and 6:14. How can we apply this lesson to our businesses and respond like Nehemiah did?

1. Reassess the changing landscape;
2. Seek the Lord through prayer;
3. Trust God to provide; and
4. Get to work!

## Insights About Changing Behaviors

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### FOR EMPLOYEES

- Different age groups are perceiving the risk associated with returning to work differently
  - Older employees are more confident
  - Younger employees are more uncertain
- Employees and employers are struggling with the quality of the information they are receiving
  - It is hard to identify facts in the midst of the agendas swirling in the media
  - Wisdom for how to make decisions in the midst of uncertainty is at a premium
- Government stimulus measures may have unintended consequences
  - Many service and retail employees have the potential to receive approximately the same income from unemployment benefits
- Employees may desire more space between people, preferring closed versus open office spaces
  - This may be a near-term issue versus a long-term trend
- The work-from-home movement may be a temporary trend resulting in only an extra day or two here or there
- Telehealth as an employee benefit may increase

### FOR CUSTOMERS / CLIENTS

- Customers are more open to utilizing technology to develop / advance relationships
- Customers are currently desiring interactions more than usual and are open to longer conversations
- Clients are currently hesitant to make decisions due to the current uncertainty
  - This will likely impact “big ticket” purchases
- Businesses may begin reallocating their budgets - prioritizing their IT infrastructure, IT security and disaster preparedness processes and equipment
- Individuals may begin investing in family environments (e.g. home improvements, pool installation, etc.) as they avoid public environments
- Consumers and businesses may seek to strengthen their balance sheets by increasing savings and decreasing spending on discretionary items
- Consumers may prefer environments with more space in-between people
- Baby Boomers may be less likely to frequent restaurants in the near-term than Millennials / Gen Z
- Consumers may continue the trend toward online and curbside pickup for retail purchases
- Economic data indicates that the recent job losses have disproportionately impacted lower income workers
- Consumers may begin discriminating against products sourced from China

## FOR SUPPLIERS / VENDORS:

- Businesses may work to build greater flexibility into their supply chains
  - Prioritizing “just in time” relationships that can be increased or decreased on a moment’s notice
- Businesses may seek to diversify their vendor base, especially those with suppliers in China
- Essential businesses may begin facing increasing regulations to strengthen the nation against future threats
- Businesses may begin requesting vendor financing options to address future business disruptions
- Anti-China trade regulations may be broader in nature impacting all goods compared to historical tariffs that targeted specific industries

## Questions for Further Reflection

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- As you calculate the impact of the lessons you have learned about your leadership, your leadership team and your company, consider utilizing the following thought process:
  - If this lesson learned is left unaddressed, then it will impact the business in what way(s)?
  - If this lesson learned is addressed, then it will impact the business in what way(s)?
- What wise counsel have you sought to better understand the changing forces that will impact your clients’ and suppliers’ behaviors?
- Have you spoken directly with your top clients and top suppliers? If not, then make that a priority and ask questions like:
  - **B2B clientele** - How has this crisis impacted the operations of your business (e.g. employee actions, end-user behaviors, efficiency of operations, etc.)?
    - Is there anything that we can be doing to better serve you during this time?
  - **B2C customers** – How has this crisis impacted your daily activities (i.e. how you spend your time and money)?
    - Is there anything that we can be doing to better serve you during this time?
  - **Suppliers / Vendors** - How has this crisis impacted the operations of your business (e.g. access to resources, employee actions, efficiency of operations, etc.)?
- Have you prioritized the weaknesses and threats to your business that this crisis has revealed?
  - What wise counsel will you seek to confirm these priorities?



# Opportunities to Reinvent

This crisis may impact the products / services offered to customers, how products / services are utilized by customers or how customers are defined. It is important to invest the time to understand this changing landscape, so that we don't miss any opportunity to "reinvent" within the business. We can apply this discipline in our companies in three primary ways:

MULTIPLYING YOUR DELIVERABLES	EXPANDING YOUR VALUE PROPOSITION	ENLARGING YOUR TARGET MARKET
Has your niche changed? Is government regulation restricting or increasing your capabilities?	Does your value proposition apply to new markets? Could your product be a substitute for others?	How has the competitive landscape changed? Are there new clients you could serve?
<i>Matthew 5</i>	<i>Luke 24:13-35</i> <i>John 4:1-26</i>	<i>Acts 10</i> <i>Acts 1:8</i>
You have heard it said, but I tell you...	Jesus has always been about expanding thought process	Not just Jerusalem or Israel, but the whole world

The following are some ideas gleaned from God's word and from other business owners and leaders to help you consider how to "reinvent" your business's products and services.

## From God's Word

In Isaiah 43:19a we read, "Behold, I will do something new, now it will spring forth, will you not be aware of it?" Since Genesis 1, our God has been creating. He is always doing something new, the question is "will we perceive it?"

*How does this apply to the opportunity to "reinvent" your business as you rebuild from this crisis?*

There is a narrative woven throughout Scripture about how God is continually revealing Himself to us in greater and greater ways. For Him, it is a continual process. For us, it can often feel like “reinventing.” Consider these examples from scripture:

- *Matthew 5 = You have heard it said ..., but I tell you ...”*
- *Luke 24:13-35; John 4:1-26 = Jesus has always been about expanding thought processes*
- *Acts 10; Acts 1:8 = Not just Jerusalem and the Jews, but the whole world and all mankind*

We are made in God’s image (Genesis 1:26) with the ability to create, innovate and reinvent within our business. Consider the following parallels:

	OUR FAITH	OUR BUSINESS
MULTIPLYING (WHAT)	Our understanding of the law	The products / services offered
EXPANDING (HOW)	Our understanding of our relationship with God	How products / services impact customers
ENLARGING (WHERE)	Our understanding of God’s mission	The definition of ideal customers

God’s plan for your business has not changed. But your understanding of God’s plan for your business may need to change. Just like the disciples understanding of God’s Kingdom needed to change.

## Case Study #1

**Business / Ministry Description:** The company specializes in helping large manufacturers (primarily medical device manufacturers – like Johnson & Johnson, Abbott Laboratories) automate their assembly line processes. Specifically, they focus on the ‘hyper precision’ delivery of fluids (adhesives, reagents, lubricants) to parts.

**Circumstances:** The company expects clients to want to stay at ‘arms-length’ for the next several months. Its unique business proposition is face-to-face, technical selling across Southern California and Northern Mexico. How will they sell in this new environment?

**Decision:** The company pulled its sales team together to come up with a joint solution. The team came up with the idea of converting one of the company’s conference rooms into a mini-technology lab. After investing in improved technology (e.g. cameras, servers, bandwidth, etc.), the sales team will use the lab to conduct technical “demos” for their customers that they cannot meet with face-to-face.

## Case Study #2

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Business / Ministry Description: The ministry helps community members with financial support during difficult times (e.g. rent assistance, utility support, etc.). In addition to receiving donations, the ministry receives funding from the profits of a thrift store it operates.

Circumstances: Due to COVID-19, the thrift store was not able to take in donated items or sell their inventory, since the retail location was closed. How will the ministry provide the financial support that community members need during this difficult season?

Decision: The thrift store had a 5-year plan to launch an e-commerce site to enable online sales. This 5-year plan was accelerated to become a 3-month reality. The thrift store is currently setting up an online store and launching a digital media strategy. The online store will be utilized to schedule drop-offs or pick-ups and to facilitate online purchases. The digital media strategy will utilize Facebook live and Instagram live to begin reaching customers outside of the Atlanta market.

## Case Study #3

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Business / Ministry Description: The company distributes fuel to customers across 21 states.

Circumstances: After Hurricane Katrina in 2005, the company perceived the opportunity associated with becoming a certified FEMA supplier. This process helped the company to become healthier and more sustainable. It included investing in IT systems, setting up remote-operating site, and even developing a pandemic plan. Recently the business considered the threat associated with continuing to outsource the maintenance of their trucking fleet. How could they keep operating through a crisis if they could not properly service their fleet?

Decision: The company decided to purchase a maintenance company, so it could service the trucks the distribution business uses to get fuel to its customers. Reinventing the business model in this way has paid off through the COVID-19 crisis. The business has actually grown, as they have picked up new clients from their struggling competitors.



# The Steps to Redirect

For many owners and leaders, their business’s strategic plans have been changed by this crisis. The dramatic changes caused by the crisis have likely impacted a business’s near-term opportunities and options, required an adjustment in their near-term priorities and necessitated new action steps. These steps are vital as leaders redirect aspects of their businesses. We can apply this principle in our companies in three primary ways:

IDENTIFYING STRATEGIC OPTIONS	DEVELOPING A 3-YEAR PICTURE	MAKING IT ACTIONABLE
<ul style="list-style-type: none"> <li>• Brainstorming ideas</li> <li>• Filtering through guardrails</li> <li>• Confirming fit</li> </ul>	<ul style="list-style-type: none"> <li>• Identifying target</li> <li>• Considering all options</li> <li>• Determining priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Developing 1-year plan</li> <li>• Organizing people</li> <li>• Identifying obstacles</li> </ul>
<p><i>Story of Nehemiah “Inspection”</i></p>	<p><i>Story of Joshua “Invasion” James 4:13-15</i></p>	<p><i>Story of Joseph “Identification”</i></p>

The following are some ideas gleaned from God’s word and from other business owners and leaders to help you consider how to “redirect” your business’s products and services.

## From God’s Word

### First, strategic planning and preparation is our responsibility.

*“Go to the ant, O sluggard; observe her ways and be wise. Which having any chief, officer, or ruler, prepares her food in summer and gathers her provision in harvest.” - Proverbs 6:7-8 (ESV)*

*“Prepare your work outside, and make it ready for yourself in the field; afterward, then, build your house.” - Proverbs 24:27 (ESV)*

### Second, our responsibility to plan and act is not negated by the fact that God is sovereign and can adjust our steps.

*“The mind of man plans his way, but the Lord directs his steps.” - Proverbs 16:9 (ESV)*

*“Many are the plans in a man’s heart, but the counsel of the Lord, it will stand.” - Proverbs 19:21 (ESV)*

*“Trust in the Lord with all your heart, and do not lean on your own understanding. In all your ways acknowledge him, and he will make your paths straight.” - Proverbs 3:5-6 (ESV)*

**There are multiple examples of characters throughout scripture who model the process of redirecting.**

### NEHEMIAH

- “The good hand of my God was upon me” (Nehemiah 2:8)
- Nehemiah inspected the walls at night considering all of his strategic options (Nehemiah 2:13).
- He facilitated the rebuilding of the wall around Jerusalem to protect the Temple Mount and the city of David from enemies.
- The wall was rebuilt in 52 days.

### JOSHUA

- Joshua 6:1 – 12:24 tells of Joshua leading the people of God to take the Promised Land. God was fighting on their behalf, but Joshua had to create the strategy and take the first steps.
- This plan was broken into four main stages: 1) Protecting his rear guard, 2) Dividing the territory in half, 3) Conquering the southern kingdoms, and 4) Conquering the northern kingdoms.
- This strategy to take the land is thought to have been executed over seven years.

### JOSEPH

- Genesis 41:33 states that Pharaoh needed to “select a discerning and wise man and set him over the land of Egypt”.
- A strategy was put in place to gather 1/5 of the produce of the land during the seven plentiful years as a reserve for the land against the seven years of famine.
  - This plan required a team to execute it
  - This plan required planning to store the food.
  - This plan required coordination to mitigate the risks associated with this strategy.

*How can you apply these examples to your business as you rebuild from this crisis?*

## Case Study

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Business Description: A 5th generation family farm with over 100 years of farming heritage. They are a pig, cow and grain farm. Their team of talented individuals and growing partners strive to raise animals with care, and utilize modern and advanced farming practices to be efficient and sustainable. 2500 pigs are born every day at this farm!

Strategic Plan: The organization's 2020 strategic plan was immediately impacted by a decrease in processing capacity, experienced nationwide. This drop in capacity was due to concerns related to COVID-19 and the proximity of employees within a plant. The return to full capacity will depend on states re-opening and social distancing recommendations. This drop in processing capacity has created an excess of 2.5 million pigs. Additionally, they paused all diversification initiatives that would have required investment of capital and they paused capital expenditures.

Redirected Plan: While some plans have changed, they are moving ahead with others.

- The leadership team initially planned for not selling a single pig for two weeks and immediately implemented a cash management strategy to preserve working capital.
- The organization will push diversification investments to the future.
- Vendors for capital expenditure projects lowered their bids by 7% and they may move forward with some of their original plans.

## Questions for Further Reflection

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- How has this recent crisis impacted your strategic plan for 2020? Beyond 2020?
- As you have reflected, reassessed and reinvented these past few weeks, what are all of the strategic options that you have identified?
- As God has redirected your strategic plan, what is a new picture of where your business could be in 3 years as you seek to accomplish God's vision for the business?
  - Revenue?
  - Profitability?
- Which of the strategic options you have identified have the greatest potential of achieving this 3-year picture?
  - Who are the people within your organization that can help you accomplish these strategic objectives?
  - What are the major risks associated with each objective?



## Conclusion

This workshop has walked you through an intentional process for rebuilding your business. Over the past few hours, you have considered how God's word applies to your business from the following perspectives:

### Business Consulting from a Biblical Worldview

It's now time for you to focus on executing the "rebuilding" plan that you have developed. If we can help you in any way, please do not hesitate to let us know. Thank for the opportunity to share with you what the Lord has been revealing to us and through us these past few months.

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# REACT

STEP 1

## REORIENT

STEP 2

## REFLECT

INTERNAL FOCUS + LOOKING BACK

STEP 3

## REASSESS

EXTERNAL FOCUS + LOOKING BACK

STEP 4

## REINVENT

EXTERNAL FOCUS + LOOKING FORWARD

STEP 5

## REDIRECT

INTERNAL FOCUS + LOOKING FORWARD

# REBUILD

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