



Jeff Haanen ([00:00](#)):

And I think Jesus calls us to engage those questions by paying attention to something deeper, and that's who am I becoming in the process of this adventure of integrating faith and work?

Speaker ([00:19](#)):

You're listening to the Faith & Work podcast where we explore what it means to be a follower of Christ in the workplace.

Jeff Haanen ([00:33](#)):

Thanks for listening to the Faith & Work podcasts. My name is Jeff Haanen. I'm the founder and executive director of Denver Institute for Faith & Work. Today we are going to be talking about business, which is a timely topic considering the last couple of months. We've seen global business change drastically.

Jeff Haanen ([00:50](#)):

Our guest today is Drew Yancey. Drew is an old friend. We actually went to a Denver Seminary together even more than a decade ago. After that he did his MBA from Texas A and M and took over a family business, which we're going to hear more about today in the podcast. Now he has a PhD in religion from the University of Birmingham in the UK as well. Drew is also on staff here with Denver Institute for Faith and Work as the Vice President of leadership partners, which you're going to hear a little bit more about in this episode. Welcome to the faith and work prod cast Drew.

Drew Yancey ([01:23](#)):

Jeff, so good to be with you. Thank you.

Jeff Haanen ([01:27](#)):

So tell our listeners a little bit about some of your own vocational journey and where you've come from.

Drew Yancey ([01:33](#)):

Absolutely. Yeah, you mentioned I came from a family business and it's actually a multi-generational family business. I was the fifth generation, which means my story started well before I was born. My great grandfather was a farmer in rural Northern Colorado. As the story goes, he had a gambling habit and one of the outlets he found for this habit is he would go to Denver ,sometimes all the way to Salt Lake City with his pickup truck. He'd fill it up with fruit and vegetables and he'd bring it back to his farm and he'd see how much he could sell. That was the start of our family's food-service-distribution company.

Drew Yancey ([02:11](#)):

When I came back to the business full time after you and I were together at Denver seminary, it was a large business at that point and I stepped into a strategy-director role. As I reflect even now on that experience I like to say I grew up in the faith and work movement, in that I saw all the beauty that can come from the integration of faith and work.

Drew Yancey ([02:39](#)):



My dad was the CEO for most of my life time of this company. As a private-family-held company, we were able to I think put our Christian values on display in a way that was winsome, that was supportive of our community. I just observed so much good that came out of being able to steward this incredible asset that God had entrusted to us for the betterment of the people around us. All of our stakeholders, our customers, our community, our employees.

Jeff Haanen ([03:13](#)):

What an amazing start to a family business supporting a gambling habit by selling produce. I mean that's- [crosstalk 00:03:20].

Drew Yancey ([03:20](#)):

We're quite proud of that, yes.

Jeff Haanen ([03:22](#)):

That's an amazing start to a family business right there. So you grew up in the family business, but then you went to seminary. why did you go to seminary?

Drew Yancey ([03:31](#)):

Is that not an obvious path? Grew up in a family-food-distribution company to go to seminary.

Jeff Haanen ([03:36](#)):

To support grandpa's gambling habit.

Drew Yancey ([03:37](#)):

There you go.

Jeff Haanen ([03:37](#)):

Yeah. No, it makes sense. Or, yeah, makes sense.

Drew Yancey ([03:40](#)):

One of the things that I just so appreciate about my upbringing is my parents really encouraged me to explore God. I grew up in a Christian home, obviously with the family business. Then at no single point did I ever feel pressured to go that path, and yet I knew that at some point I would come back. I went and got an undergrad in philosophy of religion and then went right into Denver seminary, which was an experience for me that was so important at many levels. I learned a lot of leadership principles being involved in ministry and the study of ministry.

Drew Yancey ([04:21](#)):

Also, it was a place for me, and Jeff, you'd probably say the same thing, Denver Seminary has pointed the way in a lot of ways for what true evangelicalism and evangelical faith, of evangelistic faith can look like. So it's a time that I really appreciated and yet towards the end of that was one of those key decision points. Do I continue on and go do the PhD, which I was anticipating doing, or do I return to the family business? I would have to say the practicalities of getting engaged right at the end of my time there helped sway the decision to the latter, so that's where I came back to the family business.



Jeff Haanen ([05:00](#)):

So you have been straddling the world between, you have a PhD in religion, an MBA, and leading the family business. You've been right between theology and business for a long time. Drew, you mentioned this idea of the faith and work movement. On this podcast, we haven't spoken a lot about the movement or some of the history. But could you take us back a little bit in time of the faith and work movement, what you've seen, and even why it's even personally important to you?

Drew Yancey ([05:27](#)):

Yeah, thanks for that question Jeff because I think it's something that we don't ask enough, for a lot of us who are involved in the faith and work movement primarily as practitioners. That's certainly where my journey has remained rooted even though I've explored this movement from an academic scholarly perspective as well, but its history is important. The reason it's important is because the worlds of faith and work have dramatically changed since the inception of the movement back in the late 1970s, but how we talk about integrating them, Jeff, hasn't. I think that has some implications for where the movement goes from here, but let's tackle that first piece.

Drew Yancey ([06:14](#)):

There's a definitive history of the faith and work movement, a scholar by the name of David Miller who has also a practitioners background. I know you are well aware of David's work. God at work is his scholarly look at this movement and emerged in the late 1970s when two things were going on that are very different than today. Number one, Christianity in America, and we're primarily talking about the American dimension of this movement, still had a position of a very strong social-political influence. However we account for the world in which we live today, that is different. Christianity seems to be more at the margins of social influence today than before.

Drew Yancey ([07:04](#)):

But then another dimension that was different was capitalism itself. This was still the early days of what we call late-capitalism or consumer-capitalism. It was a lot more predictable. Things like slow growth and manageable growth, things like core-manufacturing industries that were still deeply rooted. All of that has changed. You mentioned at the beginning, I mean we're really living in an unprecedented moment in the history of modern capitalism right now where everything is at a standstill.

Drew Yancey ([07:42](#)):

One of the lessons that comes out of this for me is that when the faith and work movement at first emerged, it was easy to look at capitalism as sort of this tool that Christians can use. It's sort of an amoral-tool to advance the Kingdom of God. Today I think it's required of us to think more deeply about that because we're far more aware of the excesses, the polarities of capitalism than ever before. Whether that's income inequality or environmental damages, things like that, that I think go hand-in-hand with thinking about how we integrate faith and work.

Jeff Haanen ([08:22](#)):

Yeah, that's a good word. I mean a couple of thoughts on that. Capitalism has moved a lot of people out of extreme poverty, yet at the other hand has created some of these disparities as well in our culture that are really rising to the surface, taking us back even to the 70s and the 80s and how we thought about faith and work, some of the stuff, the research that I've seen as well.



Jeff Haanen ([08:40](#)):

For a long time, what we were doing is we were saying business can be a platform for evangelism and bringing people to faith. It was almost like capitalism was a ship. We're riding on it and we're speaking out this message about Jesus, right. Now all of a sudden, it seems like the ship that we were riding on, we need to look at it more carefully, right. I mean, would you agree with that?

Drew Yancey ([09:04](#)):

Absolutely. Yeah, in the field that I did my PhD, theology and religion, I'm located in the sub-discipline of practical theology. We have this term, Jeff, in the discipline. We call it reflexivity. If reflection is the idea of us as an observer looking out at the world and reflecting on it, reflexivity is us as an observer reflecting on ourselves. So it's kind of what you're saying, [crosstalk 00:09:35] looking at the ship that we're riding on.

Drew Yancey ([09:39](#)):

It's so fascinating to me that we're coming into an election cycle right now, 2020, where that is almost the central issue that's going to be on the ballot. If you think about the differences in the Republican party and the Democratic party and, and even within the democratic party, the differences between the more moderate Democrats and in the more left leaning Democrats, how we deal with this thing called the capitalism and really how we address its, not just its good, but its excesses, is the term I like to use, is going to be a central issue.

Drew Yancey ([10:21](#)):

I know you're at the front edge of a lot of these statistics Jeff, but what we've seen is a big shift in younger generations, haven't we? Where older generations of Christians who grew up in the faith and work movement as it was instantiated in the 1970s and 80s still operate I think with a lot of the assumptions about Christian-social influence and sort of the predictability of capitalism as a platform. Younger generations know nothing of that, and they're dealing with a lot of the tensions that I feel like I've really lived through as a business executive trying to integrate my faith and my work.

Jeff Haanen ([11:04](#)):

Yeah, you really nailed it, Drew. So as I take a look at the different generations of people that are talking about faith and work, these are a little bit of maybe even over generalization. However, there was sort of a vision of this is a way to share Jesus, all right. My work kind of, that's what it is. There was kind of an unspoken assumption that business is intrinsically good, right.

Jeff Haanen ([11:28](#)):

We actually looked at the Genesis one sides of business, that is the good aspects of business, which of course there are those. But really we overlooked the deep areas of brokenness in the fall, the Genesis three aspects both in our work and our businesses as well as in our system more broadly. I think when I look at younger people now too, growing up in a context of talking about faith and work, if we don't bring up two things, which is number one spiritual formation, who we're becoming and number two, the social issues that we're surrounded by, it's sort of empty. The conversation doesn't start with people say, mid-40s and younger. I think that's a little bit what you're speaking to.

Drew Yancey ([12:11](#)):



Absolutely, and I think it highlights how important, how critical a role an institution like Denver Institute for Faith and Workplace, sort of this hybrid organization that sits between the worlds of faith and work, and that's largely my story. I've been fortunate enough to be involved with Denver Institute as a donor, as a supporter, as someone who's really benefited from everything that it's about from the very beginning.

Drew Yancey ([12:40](#)):

I've told you this story before Jeff, and talked about it with the team at Denver Institute, but I went from one of the biggest highs you can imagine, right. Came back to the family business and helped lead our family business through the sale of its largest piece of business, and from there took over a carve-out of that business. It was supposed to be more of managing from a non-primary operations role, and yet we overnight it turned into a crisis situation.

Drew Yancey ([13:14](#)):

We were a specialist government contractor and the government shut down, if you can remember in 2013. So I really identify with a lot of businesses right now that are facing similar circumstances. So immediately went from this incredible high to this incredible low. Over the next couple of years, I mean it was the most grueling leadership experience and spiritual journey I've ever been on. I would never change it because the things that I've learned through it, by God's grace we were able to come out of it better than where we started. I look back and I'm like, "If it wasn't for an institution like Denver Institute, someone like yourself who was a constant voice for me to help me stay focused on that key question that you just identified, who am I becoming?"

Drew Yancey ([14:06](#)):

Because when we think about everything about the world in which we live as consumers, as working professionals, it's oriented towards a different question. That's, where am I going? What am I accomplishing, or where's the next promotion or where's my salary going? Is it going up or down? All of those questions. I think Jesus calls us to engage those questions by paying attention to something deeper. That's, who am I becoming in the process of this adventure of integrating faith and work.?

Jeff Haanen ([14:43](#)):

Yeah, that's a good word. You did mention too, this current moment we're in where business has changed. We are recording this here in late March and this is going to go out in April. So Drew and I were just talking about this. We don't know what's going to happen in any given day or week. Right now things seem so unstable and uncertain, but regardless of what happens from the time we record this to the time that you are listening to this right now, the economy is absolutely changing and people are experiencing that with changes in work and change in business. What would you say either to the business leader or somebody that works in a business that has seen these really drastic changes and have experienced some of this pain that you even experienced as you had to basically close down a company?

Drew Yancey ([15:28](#)):

First of all, I want to say I feel that pain. For those in the audience right now listening to this who are dealing with potential layoffs, as having to make those decisions as a leader or maybe they were just laid off or the future is so uncertain, first of all, just to say it is impossible to navigate that path alone. To go back to something we were saying earlier, Jeff, you can't reflect on yourself by yourself. We need



community and I think now more than ever in the faith and work movement, we need to reclaim this movement as a movement that is fundamentally relational, that pushes back against the extraordinary individualism that is within our culture. But more broadly, I wonder if we'll look back on this, however long it lasts, within the faith and work movement as, as an inflection point for two reasons.

Drew Yancey ([16:24](#)):

Number one, I think it helps recalibrate us a round a more, I'll call it resilient concept of integration. So the first part of, the first half of the faith and work movement I think was built on this idea of integration as almost a concept of perfection. That my faith and work are integrated when I'm, when I'm successful in my work, when I'm able to take that success and I'm able to bring people into the kingdom to share the gospel. All of that as well and good.

Drew Yancey ([16:59](#)):

But when we think about integration as something a little bit deeper, I like to compare it to what Jesus was getting at in the Sermon on the Mount when he talks about this whole idea of be perfect as your Father in heaven is perfect. The word he uses there is [talís 00:00:17:15] . He does not use, or at least what Matthew records in the Greek, he does not use the word [hagís 00:17:24], which is more of this idea of moral perfection. Talís is more about wholeness and I think that's a concept we really need to cling to right now. The whole idea of wholeness is whether things are going well in your work or not, God is present and that brings wholeness to who you are and that brings integration to your faith in work. It is not dependent on whether or not things are going well in your work right now.

Jeff Haanen ([17:58](#)):

Hi, this Jeff Haanen, the founder of Denver Institute for Faith and Work. Thanks for listening to the Faith and Work podcast and for letting me interrupt to share a request with you. I want to ask you to consider becoming a financial contributor to Denver Institute. Each day thousands of people listen to our podcasts, engage our short courses, and grow spiritually as a result of generous donors like you. Each podcast episode is 100% funded by generous donors who believe that work is a way to love God, serve our neighbors, and demonstrate the gospel to our world.

Jeff Haanen ([18:30](#)):

Well, for example, this episode costs about \$250 to produce. You may not think that making a financial gift makes a difference, but it does. We are deeply grateful for every single gift. If you've enjoyed the Faith and Work podcast, would you consider paying it forward by giving right now? You can give by visiting difw.org/donate or by visiting the show notes page from this episode. Whether it be \$50 a month or \$25 a month or a gift of any amount we are grateful for your support.

Jeff Haanen ([19:01](#)):

Again, you can visit difw.org/donate or you can give by checking out this episode's show notes. Thanks again for your generosity towards God's people and the mission of Denver Institute. Now back to the faith and worth podcast.

Jeff Haanen ([19:19](#)):

That's a good word. I'm thinking about two things. One is there has been some, I think, prior iterations of the faith and work movement that have really had been about two things, success and power. Power



in terms of what are we going to influence in our culture in the political realm. then success is, as you just said, how do I use this as a tool to build or grow the kingdom? I was just on a call with a friend and I said, "Hey, I have issues with that language because Jesus calls us to enter in to the kingdom. It's as if God doesn't need our help building the kingdom.

Jeff Haanen ([19:53](#)):

The kingdom is, it exists. He is the King. We are called to enter in and it shifts the locus of real transformation from the culture first to inside of us. Then, I do believe actually, right, that God can use people in different ways. But even language like that, God delights in us. He wants to be with us more than he wants to use us. So there's some language here that really I feel like we can grow, we can get a little bit better. When we think about, what does it mean to integrate faith and work?

Drew Yancey ([20:27](#)):

Absolutely. Yeah, I think it's one of those things we could point to and say that's part of the paradigm shift. If we take this idea of transformation, which is the subject of the book that I have coming out. If we take that idea of transformation, the paradigm shift in the faith and work movement is, when the faith and work movement first started it was an idea of transformation from the outside in.

Drew Yancey ([20:52](#)):

Again, I think that made a lot of sense at the time given the conditions at the time. But times are different and I think we are now in a place where we're going to see a greater impact in terms of spiritual and material transformation. If as a Christian community, we really lean into this idea that it starts internally from the inside out. How do I love my neighbor in my everyday work, irrespective of the amount of power and influence I have? To me that is the path forward.

Jeff Haanen ([21:26](#)):

Yeah. Yeah. Amen to that. Tell us a little bit about your book, Drew. Tell us about Transforming enterprise.

Drew Yancey ([21:32](#)):

Yeah, well it's very much the result of everything we've just talked about. You any great PhD dissertation, it started with a spiritual crisis. The book is an analysis. It is intended towards or it's geared towards an academic audience, but it has practical theology in the title. So hey, let's hope, here's to hoping that it has some practical application to just about everyone. But it's really a study of this concept of transformation, which is one of the... I went back and did a really in depth, it actually was the first of its kind, scholarly study of how the faith and work movement has talked about integration and identified this concept of transformation as a key sort of case study of how the faith and work movement over time has approached transformation within the Christian community or approached integration.

Drew Yancey ([22:29](#)):

It's really a way of saying, "Look, faith and work have dramatically changed and that should impact how we think about transformation." To me, Jeff, that is ultimately a message of hope. I took a lot of hope out of producing this research and writing this book because it so resonated with my own journey that ultimately, if we think back to the first centuries of the Christian community, what were they after?



Drew Yancey ([23:00](#)):

They were on the margins of society. They didn't have a lot of social-political influence. It was primarily their love that they were known by and that love was ultimately practiced. So let's think about that in our own context today. What an incredible opportunity most of us have every day in our work, whether things are going well or they're not. To love our neighbor through practices of transformation, I just think that ultimately is a message of empowerment to each and every single person listening on this podcast.

Jeff Haanen ([23:38](#)):

Yeah, yeah. You nailed it on this idea of love, which is the center point for our own mission statement, but also it's the theme of our 2019 annual report, which we have coming out here soon. Are Christians in our society today known for their love? Not for their power, or their success or their influence, right, but are they known for their love? Whenever we say that, this gives us an opportunity I think to say, "I could've gotten laid off. I could've been in a position of influence or of no influence. There's a certain amount of irrelevance to that when it comes to saying, "God has called me to himself and to express his love right in the context where I'm at right now." that is a different center point than I think where we've been at for a long time.

Drew Yancey ([24:19](#)):

Absolutely. Yeah, and it reminds me of you and I have had the opportunity to work with a lot of entrepreneurs in the Colorado entrepreneurial community over the years through Denver Institute. I've always thought of entrepreneurship as this concept that has a lot of spiritual themes in it. One of those being this whole idea of creative destruction, which is Joseph Schumpeter's, the great economist who kind of coined the idea of entrepreneur. It was sort of what he was getting at with his description of entrepreneurship as sort of this movement that was sort of at the same time destroying old ways of doing things and creating new ways of doing things.

Drew Yancey ([25:05](#)):

There's so much spiritual truth in that, right. I think that's a great way of thinking about a spiritual transformation holistically. I've often said one of the most, if not the most important parables for us in the faith and work movement is in Mark four. Jesus tells us that that famous parable about the farmer who night and day he's going about his work, right. He's planting the seed, he's working the soil. He really doesn't know how it's all going to end up. He doesn't know the mechanics of how the fruit will be produced, but over time, mysteriously, gradually, Jesus tells us the fruit emerges. Jesus says, "That is what the Kingdom of God is like."

Drew Yancey ([25:53](#)):

I think that's really important for all of us to soak in right now, that there is a mystery and a gradualness to transformation that takes place in the Kingdom of God when we think about integrating our faith and our work. A lot of us right now are sitting probably more on the mystery side. We just don't know how this is all going to fit together. Be encouraged that you do your work. Go about the daily practices of loving your neighbor in your work, drawing closer to Christ in this time of tension and challenge, and know that the Kingdom of God will grow.

Jeff Haanen ([26:34](#)):



That is, I think, the right word right now of a farmer that doesn't know necessarily, can't control when the rain or the sun is coming, but nonetheless we sow, we plant, right, and let the harvest come as it's going to come. But I think a lot of us actually feel in this economic moment a sense of powerlessness or uncertainty of which even just a little bit ago we felt like, "Oh yeah, if I pull this lever, I know what's going to happen on the back end." Right now, I think a lot of us are trying to rethink a lot about our life and our work and thinking, "Gosh, industry, is that going to change? Is my job going to change? What is there?" We have to go back to your early point in some ways, be saved by hope, right. That really has to be the center point. Tell us a little bit about leadership partners, Drew, and kind of your work here at Denver Institute.

Drew Yancey ([27:18](#)):

Yeah, I think this is such a great segue into that. I've been privileged, Jeff, to be able to come on more formally with you and the Denver Institute team. It's really around this new initiative we're launching in 2020. I know you and I have talked about this going back to the end of last year when we were putting some thought and some prayer into this whole idea of leadership partners. We couldn't have imagined how relevant I think and timely this new initiative would be given where we sit today.

Drew Yancey ([27:51](#)):

Over the years what has emerged within Denver Institute is this really unique community of business leaders who are faith minded. They think deeply and theologically. It's sort of a good problem I guess you could say that we have in that our events are getting bigger. The community's getting bigger and there's this need to sort of create a community within the community, right for business and finance executives in the Colorado community to come together more regularly in a more intimate and curated fashion to do two things. Add value to each other as a group of people who have a lot to teach each other and also have a lot to say and ways to shape the broader faith and work movement through Denver Institute. Then secondly be shaped by, via community that is both giving and receiving at the same time.

Drew Yancey ([28:52](#)):

So we have brought together a key group of stakeholders who we know have already been involved in a lot of these areas as contributors to, not just have their financial capital, but their social, their relational capital to Denver institutes mission. We brought them together. We will be launching formally our quarterly gatherings coming up in June of this year. A lot of incredible responses. The stories even thus far, Jeff, that I know you and I are both hearing from people on the ground about the need for this community, about the value of getting together in times like this. We're really excited. So for anyone on this podcast that might be interested in learning more about leadership partners, the easiest thing is just to reach out to me, contact me at drew.yancey@denverinstitute.org. We'll have that information I'm sure on our podcast page or the website as well. But we'd love if you're interested to reach out and learn more about it.

Jeff Haanen ([29:53](#)):

Yeah, good word, Drew. As you said, we can't do this life of faith alone, especially when things get really difficult and complex as it seems like it's happening right now. So thank you for your leadership on leadership partners. So for the average person that's listening to this podcast today, we've touched on a lot of themes, whether it be transformation, whether it'd be the Kingdom of God, whether it be kind of



the faith and work movement where we need to go. But what's one thing that you'd like a listener to do based on this discussion today?

Drew Yancey ([30:20](#)):

I want you to think of yourself as a child playing by the ocean on the sand with their parents, with their heavenly Father. The reason I say that, Jeff, I'm thinking about this whole idea of story. We talk a lot about story in the faith and work movement. I think that's really important, but in times like what we're going through right now, we need to be reminded that there's a couple of different storylines as followers of Jesus that we need to be paying attention to. I'll reference the great theologian by the name of John Dunne, probably the most underrated theologian in my opinion, in American theology in the latter half of the 20th century. He was a great Catholic theologian over at Notre Dame. He wrote a book called *Time in Myth* in the late 1970s. Really as this whole idea of narrative theology, which gave birth to this whole idea of story, got off the ground.

Drew Yancey ([31:20](#)):

He opens that book by saying, "We talk a lot about story, but what type of story are we in?" He says, "Is it the story of a great epic and a great adventure or is it more like the story of a child playing with their parents on the beach by the sea?" I thought a lot about that recently for a couple of reasons. Number one, for a lot of us, our epic and our adventure are our constant moving, going about, moving forward. What's next? You Where am I going? Those types of questions. It Has stopped. It's literally stopped. Our lives as working professionals has come to a grinding halt. We have a lot more time on our hands. I think it's one of those moments where, amidst all of the chaos and the worry about where things going next, let's be reminded that as believers, as followers of Jesus, we're given this incredible promise that we know the answer, the ultimate answer to that question.

Drew Yancey ([32:20](#)):

This life on earth is short and it should be just as much about drawing closer to your heavenly Father and helping others in your life that he has put you in, do the same. It's a story of being, not just going. My hope is that, like I said, once life does get back to normal, which it will at some point, we'll probably hopefully look at differently the way of integrating faith and work, paying attention to questions of who am I becoming, just as much as questions of where am I going.

Jeff Haanen ([32:56](#)):

Yeah, that's a really good word, Drew. Who am I becoming? That's something that if you're listening to this podcast today and you're asking some of that question and you're dealing with, I think the anxiety is that we all feel kind of in this economy. You can click on the show notes and we'll have a link to a little booklet we put together about spiritual disciplines for your work. I know that sounds a little strange to bring together a thing like spiritual disciplines in your work, but these sort of habits and rhythms where we allow this story, as you said Drew, of a child playing with our parents at the sea, right.

Jeff Haanen ([33:28](#)):

If we allow this to permeate our being, the world doesn't just need successful people solving big problems. It needs righteous people, virtuous people. I think in my own story, I realize I can't do that by myself. Not only do I need others, but I need to allow that action to happen to me. So I would encourage you to listen to this podcast to begin that journey alongside of us, and it is a journey. As I lose my



temper with my kids, as we deal with frustrations here in our house, it is a journey, but now is the time to begin. Drew, I want to thank you for being on the Faith and Work podcast today.

Drew Yancey ([34:01](#)):

Hey, thank you so much. Thanks for the privilege of being a part of the Denver Institute community. It just, it's a unique organization and excited to see its continued growth in the future.

Drew Yancey ([34:15](#)):

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