



Christy Sauer:

And a value of seeing people. Once you start to really see people for who they are, you can't unsee it. I can't. I just see janitors everywhere I go, not just my own employees.

Joanna Meyer:

You're listening to the Faith and Work podcast, where we explore what it means to serve God, neighbor and society through our daily work.

Joanna Meyer:

Hi, and welcome to the Faith and Work podcast. I'm Joanna Meyer, Denver Institute's Director of Public Engagement, and today I'm joined by Catherine Sandgren, our podcast producer, who is stepping out from behind the mic, and she also coordinates our events and marketing here at the Institute. Hi, Catherine.

Catherine Sandgren:

Hi Joanna. Good to be with you.

Joanna Meyer:

Yeah. It's fun to have be having your voice on the podcast this episode as well.

Catherine Sandgren:

Yeah, real fun.

Joanna Meyer:

Today we're kicking off a feature that I'm affectionately calling Who Are the People in Your Neighborhood? It echoes the song from the popular children's television show, Sesame Street, but for the purpose of the podcast, the theme goes much deeper.

We want to hear from people who work and lead in the industries we interact with every day. The folks we get accustomed to seeing hand us our coffee in the morning when we drive through at Starbucks, or who clean the floors of our office building or deliver our mail. We see them at work, but we rarely understand the nuances of what it takes to do their job, and today, we're having an opportunity to hear from Greg and Christy Sauer, who are friends of Denver Institute and owners of True Clean Denver, which is a janitorial services company serving commercial properties across metro Denver. I have known the Sauers since they started their business and have been intrigued by the ways that they have grown



alongside their company, but before we meet the Sauer, Catherine, tell us a little bit more about their background.

Catherine Sandgren:

I would be happy to. So yeah, today we are speaking with Greg and Christy Sauer. 12 years ago, they founded True Clean at Denver, which is a commercial cleaning company serving 50 plus properties in the metro area. They launched this business as newlyweds, who had recently returned from serving as missionaries in North Africa, but since then, both the business and their family has grown, as 50 employees have been added, as well as three kids, to the operation. In an industry known for workforce instability, True Clean defies trends with less than a 14% employee turnover rate, which is amazing, and through its commitment to employee development. So we're so grateful to have Christy and Greg with us. So welcome, Christy and Greg.

Christy Sauer:

Thank you. Happy to be here.

Greg Sauer:

Thanks.

Catherine Sandgren:

So as I mentioned in your intro, you guys started True Clean as newlyweds, but I imagine there's a whole lot more to the story. So will you share with us, how did you end up starting a janitorial company?

Christy Sauer:

Well, we both went directly from college into full-time ministry jobs, and we met in North Africa, where he was with a church planting organization and I was with crew, a college focused ministry. So when we came back to the US, we wanted non ministry jobs, but we didn't have any experience or training other than ministry jobs. One of my supporters in Oklahoma had started a janitorial company, and he wanted to branch out into Colorado. So he trained us in his franchising system, and that's how we got started.

Joanna Meyer:

Did you ever dream that you would run a janitorial business?



Greg Sauer:

No, not at all. I had, in high school, cleaned for my church a little bit, and then I felt like I was going to be in vocational ministry my entire life, and so when we were looking to get married, there was a lot of little reasons I guess, to leave our organizations. There was nothing particularly negative, but we needed something else to do, and living in Denver, we didn't know anybody. I didn't have a career in another field to draw on.

Christy Sauer:

But more than just a way for us to be supported, he described it to us as social entrepreneurship. He said this is a way that you can be with people in the community who are struggling. They're working two jobs to make ends meet with people who do have means in the community. Business owners, you can connect the two together, and that was appealing to us. That was the very thing I was trying to do when I was overseas. Connect. We found ourselves sometimes sitting on a concrete floor drinking tea with somebody that had nothing, and other times in an ambassador's home overlooking the ocean from a mansion. Those type... Navigating both of those worlds felt like part of what Christians are called to do.

Joanna Meyer:

That actually flows into the next question that I have for you, because it'd be easy to look at the work that you were doing on the mission field and say, "That work matters to God," especially because you were in a closed country. You were in North Africa, a highly Muslim environment, but now you manage a team of custodians. How have you come to find purpose in running True Clean?

Christy Sauer:

Work that matters to God is work with people. People matter to God, and a lot of theologies, and there's a theme in scripture that emphasizes God's preferential option for the poor. In the US, a janitor falls within, to me, the very heart and mission of God. God loves an underdog, he loves the vulnerable, and we get to help them every day.

Catherine Sandgren:

So you mentioned your workforce a little bit, about who you employ. Will you tell us more specifically, who are your employees? Where do they come from, maybe, and their background?

Greg Sauer:

There were people who are new in this country, they're immigrants by and large, and who appreciate so many of the things that we take for granted, like living here, like having a house, like having a car, and not



feeling in jeopardy, just walking down the street. Well, maybe not, absolutely not, but to a much lesser degree, they might in their home country.

Christy Sauer:

A lot of our employees now, it's changed over the years, but our immigrants who speak Spanish, they don't have college degrees, they don't have fluent English. A few do, and they're struggling just to pay rent and to pay for their car, and they're really thankful, but if they can find a good full-time job, they're thrilled, and then they might need another second part-time job on top of that.

So they want to pay their bills, but they also want to be able to pick up their kid from school on time, or take their mother to her doctor's appointment, get dinner, overlap with their spouse who's on their way out the door to something else. So flexibility is a big key thing that they need from work. They need good pay, and they need flexibility to make life work, and on top of all that, our employees are often dealing with trauma. A fair number of our employees have had daughters that were raped. A brother that drove drunk and then got deported. A parent that they hadn't seen in six years died in Mexico and they can't travel back for the funeral. They're carrying a lot of heavy things and trying to show up and keep their customers happy at their job. There's a lot, and all the good things too, right? They're good soccer players and artists and full people.

Joanna Meyer:

Yeah. I wondered, you had mentioned that your workplace culture improved when you began to hire within the Spanish speaking population, that it was just a distinct season. You began to have relational networks that provided employees for the company, but I was really intrigued when you said that you saw your workplace culture flourish through these communities and employees. Tell us a little bit more about what do you like better with a new group of employees that you have.

Greg Sauer:

A lot. There's so much to say, but we had always wanted to provide good jobs, and I think people that appreciate the job... Don't get me wrong, I'm not glorifying scrubbing toilets. I had a woman look at me and say, "I want better for my daughter than to be a janitor," but she knows it's something that she can do right now, and she's going to do it and she's going to do it with pride, and so that's the thing that we want, and people that... Before we got into the community, they didn't appreciate the job, and all of our efforts to provide a good job and to have a good workplace culture kind of didn't work.

Christy Sauer:

I think you're describing some of the differences when we had more of an immigrant population. So immigrants, part of their story and their journey means they've experienced a lot of hardships. They've



chosen to be here, and there's a gratitude built in. No matter where you come from, no matter what country you come from, a lot of immigrants have gratitude, and that shows up in their work. Where some of my friends that have been to college might find janitorial work embarrassing, my employees pretty thrilled. If they get a good location, a good schedule, people that treat them well, they're thrilled, they're very proud. They will brag about the job that they get.

So it's fun to find people who want what we have to offer, and there's a lot of people that just want a good job, and I know that we're here to talk about, "Well, what makes a good job?", and just being treated, being seen for who you are and being treated with dignity, and that's a cooperation between us and our customers, because sometimes they're in the customer building more often than we get to see them. So we can treat people well, but we also have to pick good customers that will treat them well in turn.

Joanna Meyer:

Tell us a little bit more that more about that, because I know that you stand as an in-between, between your employees and the locations that they're serving around the city, and you could place an employee in a really difficult situation, where a customer would not respect their efforts or treat them well, and so you have to be a coach, you have to be a mediator to solve problems. How have you learned to do that, and how do you pick a good customer?

Greg Sauer:

Well, one thing, we don't always know. It's almost like the reverse of sales in some way. When I'm giving a bid to a prospective customer, I'm also trying to feel out if they're going to be a good customer, and in fact, I recently just told somebody we weren't going to clean for them, because their parameters were not such that it would be conducive to getting somebody a good job, but yeah.

Joanna Meyer:

That's fascinating. So you actively said no to a financial gain because you're like, "This isn't going to be good for our employees to be in this property."

Greg Sauer:

Right, and at one point, our largest customer at that time had such a toxic environment that we struggled along a little bit for a few months putting up with this extremely negative customer, and finally fired him. Our biggest customer, we let go of because it was so... Honestly, I've got to say, wow, it was no virtue for us. They would call me and it would ruin my entire day because of just the... I don't know how to describe it. Venom and contempt that this customer had, and I didn't know how we were going to make it, because we were half the size we are now, but it set us free.



Christy Sauer:

A lot of medium to good customers can have a bad day. They can give some feedback that might be harsh or have some tone. We can absorb that and only pass it on to the employee in a positive way. So in some ways, we stand between negative feedback, so we have to give the feedback to our employee, but then we convert it into something else. So there's a little bit in our role of being an absorber, but then there's also a part of us just being a selector. If it's not a bad day, if it's just a lifestyle that will never change, then we let go of that customer, and then there's just a positive feedback loop when you get good, appreciative customers and then good, appreciative janitors, it all has to come together for a long term, because we're in somebody's space every single night. It's a service. It's not a one-time widget that I'm selling to them. There's a lot of personal aspects to it that we have to get to fit.

Catherine Sandgren:

Yeah. I have a question regarding too... You guys work with so many different people, not only your employees, but your clients, and I'm curious, this is off the cuff, but is there anything that you draw from scripture or in your personalized... The philosophy that you operate around with your clients and your employees? Where does that come from?

Greg Sauer:

Jesus.

Greg Sauer:

There's so many influences in our lives that we have a hard time even enumerating. From childhood, I remember hearing the phrase the Protestant work ethic. Christy talked about the God's preferential option for the poor, which I think even the phrase has Catholic roots maybe, and more recently, what I call kingdom theology. We come from evangelical background, so to speak, but the things that Jesus says in the New Testament are pretty much, "be kind to other people, treat other people like you want them to treat you." It's not rocket science.

Joanna Meyer:

But it's costly.

Greg Sauer:

It is costly sometimes. It's fascinating... In the concept, tension between how to run a business that works and being a Christian, not because business is inherently evil. I don't think that at all. I think that when we do good work, it reflects God's character. We're adding value, we're bringing order. We're



creating, in some cases, but then using wisdom to determine when to absorb things and when to let things filter through to the janitor.

Christy Sauer:

I think we've grown over time being able to speak truth to customers. That takes a little bit of a risk, and even just in the smallest, most appropriate ways, but trying to explain the limitations, maybe, or they can ask for something, but there's an additional cost for that. Having the courage to be direct, and that just takes time for us to no longer fear losing business, that we can show up and see the customer as fully human, and our janitor as fully human. We have to work out a win-win for everybody. So there's a little bit of the Stephen Covey win-win, and it just takes trust and communication to get everybody... Everybody doesn't get everything they want, but everyone should get something fair.

So there's a value of honesty, you have to tell the truth, and a value of seeing people. Once you start to really see people for who they are, you can't unsee it. I can't. I just see janitors everywhere I go, not just my own employees. I see how people, they want to be seen and treated well everywhere, and you can't force that dynamic in a short little one-off relationship. You're not going to just change somebody's world at every Taco Bell drive through, but you can be aware and be kind. I actually think that goes way farther. Our customers can affect the level of cleaning they get more than they realize. Just the tiniest thing. Just taking time to acknowledge, learn the name of the janitor, the janitor responds to that, because they're people. If there's a personal stake, relationship involved, they'll work harder for someone they like. We see it happen all the time.

Joanna Meyer:

Yeah. I know that you have some employees that have great ownership of the properties that they clean, where they almost feel like, even though they're being paid by True Clean, that they're a member of the staff at some of these large institutions. What do you think some of the clients have done to cultivate that respectful sense of ownership from their janitors?

Greg Sauer:

There's a number of just really practical little things that customers can do to do that for their janitors. One's just picking up their own mess. If you take a shot at the trash can with a piece of paper and you miss, like I usually do, pick it up. Don't leave it because, "Oh, somebody else will get that." No, no, no, no, no. You do it, and like Christy had said earlier, knowing people's names, just saying hi, look at them in the eye, are two simple things.

Jeff Hoffmeyer:



I'm Jeff Hoffmeyer, vice president of Advancement here at Denver Institute for Faith and Work, and I'd like to invite you to become a part of our new monthly partner community. Whether it's a monthly commitment of \$25, \$50, or any amount, your generosity will support Denver Institute's ongoing efforts to help men and women love God, their neighbors and society through their daily work, including this podcast.

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Joanna Meyer:

Okay. I'm going to spring a question on you, because you have a background in the mission field in North Africa. So you were exposed to cultural hospitality as a way of life. Has that informed the way that you do business?

Christy Sauer:

Hospitality is such a big value in a lot of warm climate cultures, and I don't know, it's like one of those things that becomes part of who you are. So whenever someone comes to the office, one of our employees, I'm aware that I need to offer them a drink and something to eat, but I've never thought about that until you asked me the question, but I don't feel that same pressure if just another person were to step into my office, but that's just a simple form of hospitality. Maybe you're talking about something a little deeper, just a welcoming spirit. I don't know.

Greg Sauer:

So you're saying that Americans that come to your office aren't going to get a drink of water or a snack, but the immigrants will? I'm teasing.

Christy Sauer:

I think it's made me more hospitable to everyone, but I'm doubly aware that that has the potential to be a great insult to fail to do it to someone, and I'm also very aware of the power dynamic. As the owner of a business, I feel just like a normal person, but sometimes I've had employees treat me like there's this huge gulf between us, and it catches me off guard, and I have to remember, whether I want it or not, I carry a certain power. So the way that I act, the type of asks that I make of people, those things matter in the way that I interact with people, and I can't necessarily change it. I can't completely flatten the hierarchy, but I can at least be good with the hierarchy that exists. I can at least use my power for other



people's benefit instead of to take advantage of them, to treat them like a commodity that I'm going to extract value from, to make my business profitable. It's us together, it's the way that we grow.

Greg Sauer:

Can I tell a little bitty story about power dynamics, because that's not a part of my native language, power dynamics. We had a customer that was a once a week clean on a Thursday night. They didn't allow us into the building without them present, and that worked great three weeks out of four, but then they would have a VIP come in, and they would want us to move the clean from Thursday to Monday or Tuesday, so that it would be clean for the VIP, which is great. You can ask, "Hey, do you mind cleaning on Monday instead of Tuesday?" No big deal. Cleaning's cleaning, it's just a couple of hours, move it a few days, and people started quitting.

It was only a one person clean, it wasn't a big account, and we couldn't figure it out, and finally, we realized, "Oh, they're not going to tell us no." We're the ones that they work for, and when we ask them to change the day of the week that they clean, it's uncomfortable. They've got their life built around Thursdays, not Tuesdays, and they either get to miss out on the pay or they get to miss out on the life events, and they have to choose, and sometimes they would choose to quit rather than say, "I can't do that."

Christy Sauer:

Because it was stressful. It's stressful to be put in a situation where you have to say no to someone that has power over you.

Greg Sauer:

We thought we were being good. We asked nicely.

Christy Sauer:

Even we, at one point, got stressful, because we feel it. If we have to say no to our customer, we feel that there's a potential that we could lose. So if for me...

Greg Sauer:

We did. We told them, "Hey, we'll clean on Thursdays, and if you want us to clean on Tuesday, it's an extra clean," and they fired us, so not a good customer.

Joanna Meyer:



Yeah, but there's something to that. I think as you're describing just a few of the things that I've drawn from what you just said, of being mindful of creating an even playing field between you and your customers, that begins with hospitality of showing the customers that... I should say your employees, that they're welcome, but also being super sensitive to communication dynamics that, as the boss, you can create uncomfortable situations for your employees that you may not even be aware of until you dig a little deeper and look at some of the interpersonal and cultural dynamics that are there, and that's a very loving and costly thing to do to figure that one out.

Christy Sauer:

Mostly we are not the principal player there. We have learned the frontline management. We're not the direct manager of our employees anymore. So picking the right kind of manager, so hiring, training and the way that we treat our managers is the way they'll treat the employees. So we have cultural insiders, bilingual managers that manage our employees directly, and so that's how they experience our company culture. So then our job is really just to take care of those managers really well.

Joanna Meyer:

Yeah, but you told me recently that you let a manager go, for a few reasons, but one of them was you didn't like the attitude that this manager brought to the way that they coached and offered feedback to your frontline employees, and that's costly. You're paying the cost of replacing and training that manager, but that person wasn't aligned with the values that you wanted to characterize your organizational culture. That's amazing.

Christy Sauer:

It's costly when people quit. So just the employee turnover that comes from a bad manager. Most of the ways of being decent, there are good Christian convictions to be decent and to run a good business, but a lot of them, not all of them, are also profitable. Even non-Christians have learned, or just care, about being good to people and running good business. There's a good return to a business that has low turnover.

Catherine Sandgren:

Yeah. You mentioned turnover, Christy, and that actually flows nicely into our next question, which talks about the fact that in janitorial services, it's known for its high employee turnover, and so we want to ask you guys and see your thoughts on, what is the secret behind that for you guys to maintain such a low turnover rate? What goes into that? You've already mentioned a little bit about it, but tell us a little bit more.

Christy Sauer:



So number one, I think the biggest factor is the manager. That is huge. Our longest tenured manager has just a warm, personable... He just loves people like they're his own friends and family, and some of them are his friends and family. So it's a very close-knit environment. Secondly, we have to have good enough pay, and then we can add to that flexibility. I said that the flexibility and consistency, so flexible to them, but also consistent, those hours and days are consistent for them, and we have software and just different systems in place that allow the flexibility. Then there's the good customers.

Greg Sauer:

About flexibility, what you mean is they don't have to be there at six o'clock sharp or they get fired. Another way of saying it is we treat them like adults because they are. A lot of them are older than us, but it's like, you've got a window of time to get the building clean. Anytime between the time they close business and the time they open it, it needs to be ready, and most of them want to be in bed at night too. So they show up pretty promptly to get the work done, and then go home to be with their families.

Christy Sauer:

But yeah, they can do whatever the event is in their personal life or from another job, and then show up to this job at a time that works for their schedule and still get the entire job done. So that's the flexibility we try to build in, is the start end to end times for the same amount of work.

Joanna Meyer:

So I walked into the True Clean offices maybe about a year ago, and I remember seeing 50 pictures on the wall, including your own, but 50 employees pictures, and each employee had their name, and they had listed a dream that they had. So it said, Greg, and, "My dream is blank," or it said Tomas, and, "My dream is X, Y, or Z," and I thought that was amazing. It touches on something that you had said, Greg, earlier, that one of your employees said, "I want something better for my daughter," and that the work was a building block towards aspirations that she had in life. Tell us a little bit more about what it is like to cultivate and support the dreams of your employees.

Greg Sauer:

For one thing, it's way easier said than done. I might describe it as aspirational rather than achieved. It's the direction we're trying to go, and it's hard enough for us to run a business. We're not business background people. I guess we are now with 12 years, but it hasn't come naturally to us. It's been hard fought to get to this point, but being able to pay people well, give them flexibility, treat them with kindness and respect, has been a large part of it so that they can do their own thing. We are not trying to be codependent and force them to achieve their dreams. We're giving them the best job we can so that they can achieve them.



Christy Sauer:

But it starts by knowing, and in the intake document, so in their initial employee paperwork packet, we ask them what their dreams, financial goals are, and then we put all of it up on the wall to remind us so that we are focused on who we're doing this for. Not the latest customer complaint, not the P&L statement. We put their pictures and their life dreams on the wall in part to keep it part of our weekly operational meetings that we can be reminded and reference when things come up.

Joanna Meyer:

Just reminds me of that theme of organizational leadership, especially in the business sector, is really the stewardship of human potential and human capital. God has entrusted those workers to you, and I know that you consider them a gift to you, not just for the sake of running your business, but of the relationship and the network you've built with these employees, and that's an incredible gift of stewardship and responsibility that comes with it.

I would love to know how life as an entrepreneur has grown your own faith. I saw you guys in the early days when you were driving around with vacuums in the back of your own car, and when you were thrilled to get a job updating the wax floor, it was like, "Extra money in our pocket." Those were the really, really early days, but I remember when you were sweating over it. So how has your faith grown through running this business?

Greg Sauer:

Well, I'll jump in first. One thing that has happened to me is I feel like I've seen the world as it is, in a way. If you had asked me the test question, "Do you do all things to the glory of God, and is somebody that's a Christian doing a secular job just as good as a Christian that's doing a ministry job?", I would've said yes, but I had an accidental unwitting blindness to the dualism that was in my own heart, and so I see if you make something good, it's a good thing, and I've seen God support us.

In these early days, we didn't even know what we didn't know. We were so doe-eyed or whatever, and one little concrete thing is anytime that I went out to make a sales effort, sales came in, which sounds like a "duh", but they would often come from places I didn't expect, which is the faith part. We'd be praying because we were desperate. We needed to grow a business to support our family, and I didn't know where the sales were going to come from. I would go door to door, and then a month later, somebody would call me from a previous visit and, "Hey, I'm taking bids now." So it was wild to me to see how if I made an effort, results would come, which is a very clumsy way of saying it.

Christy Sauer:



In the similar vein to that, I think in ministry, it's easy to live in the theoretical. So I actually feel like 90% of the missionary crowd we knew and ran with in Tunis was not effective. We could write great letters home, but it was all hypothetical, and there was no way to actually measure if anyone found value in what you were doing. In a business, you can measure if you're bringing value. If I'm not bringing value to my customers, they don't keep me, and if I'm not bringing value to my employees, they quit and find another place. So there's a very practical way to measure, and you're forced to work hard, because you're getting immediate feedback if you're bringing value to the people or not.

So in some ways, there's a very practical way of bringing value to people. We're way more in the details and weeds of people's lives than we were in ministry, interestingly, and there's a humbleness. God opposes the proud, but gives grace to the humble, and we get to experience God's grace. As janitors and as leaders of janitors, we get to the blessing of humble reminders of who we are every day, in a really helpful, healthy way. We're not puffed up very much by our jobs.

Joanna Meyer:

That's a beautiful thing. It's a beautiful thing to observe.

Greg Sauer:

You want to come scrub some toilets with me?

Joanna Meyer:

Hey, I spent two full summers in college scrubbing toilets. I know what that's like. I can still do it. I can still do it.

Greg Sauer:

It's the schools that keep you humble.

Joanna Meyer:

I bet they do. I'm wondering if we could give you a chance to have a final word for our listeners. We've had a wide ranging conversation, but you have an opportunity to invite us to see life or work a little differently through the lessons you've learned. What would you like our listeners to do based on the conversation that we just had?

Christy Sauer:



If you hire janitorial services, hire a good one that pays fair wages. Don't go for just the cheapest bid. Learn your janitor's name if you get to see them. Smile at them, treat them well, and then have fair expectations. Understand perfect results need a lot of time, and therefore, money. So make sure your expectations of their work matches the budget for their work.

It can be surprising how judgemental people can be of cleaning work, or the people that do it. If you're moving too fast, you're careless and don't care about the job. If you're moving too slow, you're lazy and not getting enough done. It's a very athletic job. You're on your feet moving, lifting for hours on end. So maybe don't expect somebody to perform at a pace that only an Olympic athlete could do, and to see all the detail at nighttime that you can see with the benefit of sunlight in the day, which basically means don't assign motives to mistakes.

I think giving feedback to a janitorial company that's based on fact. "The kitchen trashcan was missed. There's crumbs under Mike's desk." That's very specific instead of something vague like, "I just feel like my janitors don't care, and the office isn't as clean." It's a very difficult comment to coach someone through compared to, "Change the paper towel dispenser on the third floor men's bathroom." It's very specific and measurable, and there's no motives assigned to it.

So those are the things that... If even just all the Christians in the marketplace viewed people well and believed the best in their cleaning staff, would be helpful.

Greg Sauer:

I heard somebody call Jesus Kingdom an upside down kingdom, and we've started our business with all these high minded ideals that we are going to be able to disciple people and win people to Christ, even, and build a better corner of the world, and it's all true and high ideal and stuff, but how being generous can benefit you by looking out for the little guy, paying more than you have to, communicating clearly with the respect and the belief that the person is big enough to take the feedback will get you better janitorial service. If that's what we're talking about, janitorial service... And that's upside down, right?

According to economic theory, "You should maximize shareholder value! It's a fiduciary obligation!" It's not! Maximizing shareholder value in the short term is a long term loss, and paying more for your janitor lets the janitorial company pay more to them, and it gives them the flexibility to have those mushy things on the backside that you don't think about, like paid time off, sick leave, a fill in crew, better managers that can recruit better people. The list goes on about why not trying to extract the maximum value actually brings you the maximum value, and that's probably true about things other than janitorial, but that's what I know.

Joanna Meyer:



There's spiritual principles behind that too. Well, Greg and Christy Sauer, what a gift, as someone who's watched this business grow and your heart for your workers expand as you've gotten to know them. Thanks for the way that you lead in the really humbling work. So thrilled to have you here today.

Greg Sauer:

Thanks. It's nice to be here.

Christy Sauer:

Thank you.

Catherine Sandgren:

What an amazing conversation we got to have with Greg and Christy Sauer. We're so grateful for them.

A few call to action items for you guys today. The first is that our next Colorado conversation will be taking place on May 1st. If you're local to the Denver area, we'll be having it at Park Church. The topic is on the Lord's Prayer as a workplace liturgy, and we'll be hearing from Dan Marotta, an Anglican Priest and a published author.

The second call to action item today is we will also include in our show notes today a free downloadable ebook called *A Study on Calling: New Thoughts for an Old Idea*. So check that out and download it today.

Joanna Meyer:

Thank you again for listening, and we hope you guys have a great rest of your week.

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