



Joanna Meyer:

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

Ross Chapman:

I'm Ross Chapman. I'm the CEO at Denver Institute and I'm privileged to be joined by Jeff Hoffmeyer, who is also the host of our brand new podcast called Teach Us to Pray. If you haven't checked it out, you totally should. Hoff is also our VP of Advancement. He's our resident, epic Coloradan, straight off, an incredible mountaintop experience that he is going to tell us about later. He's also a scholar and a pastor and I'm very privileged to be hanging with you today, Hoff. Thanks for joining.

Jeff Hoffmeyer:

Really glad to be a part of it. Glad to be a part of the conversation. And wow, what'd you say? Resident, epic Coloradan? That's a lot of pressure because there's a lot of epic Coloradans, but I guess on my epic resume, I did just ride my bike 118 miles in one day over three mountain passes. So yeah, that at least sounds good.

Ross Chapman:

That more than sounds good. It's impressive and hopefully it's totally worth it for you with all the training.

Jeff Hoffmeyer:

Oh, yeah. Loved it almost as much as I love theology, and we're going to integrate theology with work today, which is what we do at Denver Institute.

Ross Chapman:

That's right. That's like your mountaintop experience. Yeah, in this episode we're going to look at the current state of the workplace, which I think all of us care about, specifically in the US and a few other trends that we think would help us better understand what work feels like right now and how we could rethink and reframe our work in light of those things. And then we also want to give you just a quick update on what's coming up in the fall at Denver Institute. There's a lot of things to be excited about. So just to kind of get us into the conversation, this is a question that's a good one. What's the most disengaged job you've ever had? In other words, Hoff, tell us about a time when you were in a job and you were like, "I am here to be disengaged."



Jeff Hoffmeyer:

Well, it's not this one, just so you know. Very engaged at my current job. But yeah, disengaged is a really important word, particularly for this Gallup study that we're going to be digging into a lot on this podcast and we'll define what they mean by engage. But the most disengaged job I had actually occurred in the city of Denver. I was working as a temp at this company called First Trust where my brother was working and I was in between jobs and he landed me this job. And to be honest, I have no idea what I was doing. I was trained to do some audits on some files that First Trust held with the California Teachers Association, so I know I was doing a task successfully because my manager kept telling me I was doing it well, but I don't really know what the task was and I had no idea how it contributed to the wellbeing of the organization. So I was just living for coffee breaks, really bad coffee, and just watching the clock until 5:00 PM.

Ross Chapman:

Wow. That is exactly how the Gallup State of the Global Workforce report would define disengaged. It doesn't sound like you were doing anything particularly harmful to the organization, so that that's a positive.

Jeff Hoffmeyer:

No, yeah, I was not trying to take the organization down. I was just trying to get through it. What about you Ross? Disengaged job ever?

Ross Chapman:

That's a great question. I think I'm feeling pretty lucky. I don't think I had jobs where I felt like I was just kind of going through the motions. I think there were days in all those jobs where it felt like a bit more monotonous and maybe just not as exciting or harder to connect the task to the big vision or mission. I was sort of church janitor for a while and I would say the tasks there, I did not go the extra mile necessarily. I just got them done and really it was two hours a week on a Sunday before youth ministry activities started taking over. That was my job. But I think that's a good question to start with. We are going to talk about Gallup's State of the Global Workforce report, which is for 2023, looking back at 2022.

And they release this report every year. If you don't check it out, it's worth checking out. Historically, they have tried to track employee engagement. Of course there's been other kinds of words around in the work world like satisfaction or, "Are you happy at your job," and things like that. So they track engagement and they would say engagement is the word that is most important. If you're engaged, you're probably satisfied with your work.



But they've always grouped it into, "I am engaged at my work, not engaged or actively disengaged." And I noticed in this report this year, and maybe I missed it in the previous year, they've changed those categories to thriving at work, quiet-quitting, and loud quitting, which I think resonates probably with the way we talk about work today, but really fascinating. That's definitely a post-pandemic kind of terminology. And so what we learned, really engagement status at work, 31% of US workers say that they are thriving at work, which actually is still an uptick from where the number was when Gallup started doing this several years ago. It was in the twenties.

And then 52% of American workers say that they are not engaged at work or they are quiet-quitting. And we'll take a few minutes in a moment to define what quiet-quitting means. And then 17% say they are loud-quitting, which means they are actively disengaged. This is not where Hoff was in that job. This is like people are actively trying... They're not trying to harm the organization. They are mad, they're upset, and they are basically working against the mission of the organization.

So that's where we are right now, which means the majority of American workers are not engaged or they are even worse. So this is a big issue and we want to spend a little bit of time talking about that. So Hoff, if you were just going to hear the term quiet-quitting, what would you think that means?

Jeff Hoffmeyer:

Yeah, I think it's really important to define their terms. When you think about actual quitting, like you say, "I'm done," you're not going to get a paycheck anymore, you walk out the door, you take your box full of stuff, right? That's actual quitting. I think Gallup is using the word quiet-quitting because they're saying workers who are not engaged, it's analogous to actual quitting and it has substantial impact on the organization. So some of the ways that they define quiet-quitting or being not engaged, an employee is putting in minimum effort, they're disconnected from their employer, they're minimally productive, and they're also more likely to be stressed out or burnt out at work. So that's at least how Gallup is understanding a not engaged worker or someone who is quietly quitting.

Ross Chapman:

Yeah, and in my doctoral research, I remember having to learn more about quiet-quitting, and I was trying to trace the trend of that. And there was a lot of really interesting stuff out there. Since we're on the topic now, quiet-quitting really came in 2021. I'm pretty sure it's when the word became an actual thing and it was basically people who are working to ensure they get their maximum paycheck but doing the least amount of work they can do.

And so I think all the ways that Gallup is defining quiet-quitting or this non-engaged category really fits. What was interesting was people were quiet-quitting because they wanted to displace work from being the center of their life, which I think is a really fascinating question. We live in Western society that's deeply influenced in our views about work by Adam Smith and other writers at the time, and also Karl Marx.



And there's a big emphasis on work being central to life. And I think that's a really fascinating look at the idea of quiet-quitting being, "Hey, I want to displace work from being the center of my life. It doesn't need to be my whole life," which there's probably some good in that, but also I think one question I would ask a pastor like Hoff who likes to think about work is, well, if we are made in God's image, and he's a worker, and he made us to be workers, can we displace work from having a central role in our life or is it sort of part of what it means to be human? What would you say?

Jeff Hoffmeyer:

Well, yeah, of course. Opening chapters of Genesis, we see God as a worker. So that's a pretty strong foundation to say that, "Yes, indeed. Work should be central to our lives." In fact, it can be a big part of a meaningful existence. And we would say at Denver Institute, a big part of following Jesus, contributing to the kingdom, it's just a matter of really trying to get to a place where we're thriving at work and we're going to be talking about that during this podcast.

But again, some helpful definitions just from Gallup's language, so the opposite of quiet-quitting would be thriving. That means work's meaningful. And if you're thriving at work, you feel proud of the work that you're doing, you're taking ownership. And that's a big word for us at Denver Institute is ownership. I get to own everything that has to do with advancement. And you're a really good boss. You let me own all that. So that helps me thrive.

Also, thriving workers, they're going the extra mile. They're not just clocking in and clocking in and clocking out, because they really believe in the work that's happening and they know that they're a big part of that. So yeah, all that to say, yes, work should be a meaningful part of our lives, particularly from a perspective of faith.

Ross Chapman:

Yeah, that's a great point. Well just a few more statistics to sort of paint the current picture and get that into focus. Gallup also asks, "Did US workers feel a lot of these emotions yesterday at work?"

And there's four of them that they highlight. 18% of US workers say that they feel a lot of the day yesterday, angry. 18%. 21% said they felt sad, 39% said they felt worried, and a shockingly high number of people, 52%, the majority of workers said they felt a lot of the day, they felt stressed yesterday at work. The 29%, almost a third of US workers feel very often or always burned out and only a quarter of workers say that their employer or their organization cares about their wellbeing. And so there's a lot going on there in terms of what people are feeling at work. And that's something that we need to be aware of with our coworkers.

That means one in two of your coworkers are feeling stressed right now in their workday. A significant portion of them are feeling a bit worried. And we're at a time when there's a lot of leverage for workers as the report kind of shows us as well. So these are things to know and to keep in mind, whether you're



managing people, working alongside people, or you're reporting to people, this is the experience that people are having.

Couple interesting things to point out as well, this is an \$8.8 trillion loss from disengaged employees globally every year. And that is a huge number and just to put that into a little bit of perspective, I believe the US GDP is around 20 to 22 trillion a year so this is a significant number.

And then they had a section in here on hybrid and remote work that I thought was really fascinating. And this was looking at a global report, not just US, but here's some takeaways. An increase in hybrid and remote work has not led to less stress. It has minimally increased engagement. And for those in the quiet-quitting or the not engaged space, being on site helps with engagement on a very little basis, but it does help. And then engagement at work matters more in reducing stress than where people work from.

So if people are engaged at work, where they're working from is a lesser indicator of their stress. So if you can get them engaged, their stress level's going to go down, their anxiety level's going to go down, these intense emotions that they're feeling are going to go down. So that's really important. So in terms of Faith and Work podcast, what we want to talk about is how can we help people thrive at work?

That's what we think God made us for. We think God had a really good idea when he decided the first thing he was going to tell humanity was, "Hey, go participate with me in this good work of creation that I've done. Be fruitful and multiply. Take what I've made and do something with it." So we want people to thrive at work because that's the way God intended it, just like he intended us to thrive in relationships.

So now I want to just... Hoff, tell me what stuck out to you from the report and we can just go back and forth about that. So you've read through it, I've shared a few highlights of what's going on, but Hoff, what's sticking out to you?

Jeff Hoffmeyer:

Yeah, and we'll give a link in the show notes to the Gallup report so you can look at all of these statistics for yourself, which are very interesting. The first thing that strikes me is the high stakes of this idea of being engaged at work. Like you mentioned that \$8.8 trillion loss globally, what that means is essentially this is if we don't fix this engagement problem or at least move the needle on it, we, meaning humanity, are not going to be able to address the large problems that exist in the world with that kind of diminishment just in the funds that are available.

All the big issues like global warming, whatever else you know would put on that list, poverty, we can't fix these problems if we don't fix engagement at work, especially because also engagement at work is, in a lot of ways, addressing those very problems. So very high stakes and that's why this report's so important and why we wanted to talk about it.



Ross Chapman:

Well, I was just going to jump in and just say, yeah, that 8.8 trillion also represents a lot of job growth, potentially more jobs for more people, which leads to incomes and sustainabilities for their family and just opens up opportunities that are not possible when we have a lot of disengagement at our work.

Jeff Hoffmeyer:

Indeed. Another thing I'll say, and Ross, you know me, I'm a word nerd, so of course, I'm going to bring up some words here. Gallup is using that word engaged, and again, I think it's a good word, particularly the way they define it. It's not a biblical word, of course, and Gallup's not worried about that, but we are. So I wonder if a good biblical word, like an analog, might be hope, a really important word, of course, in the Bible. And Ross, increasingly an important word for us at Denver Institute, we long for a day when all workers have hope. And actually, I think that the way Gallup is defining engage really has a lot to do with what you might get from scripture in terms of what it means to have hope, particularly that otherworldly, post-resurrection hope that we carry as Christians.

Ross Chapman:

Yeah, absolutely. I love what you're doing there, Hoff. That's awesome. And I was recently sent a great quote from Jürgen Moltmann in his book, *Theology of Hope*. A friend sent this to me after talking for a little while and said, "Hey, you'll like this quote." So here's what he says.

"That is why faith, wherever it develops into hope, causes not rest but unrest, not patience but impatience. It doesn't calm the unquiet heart, but is itself this unquiet heart in humanity. Those who hope in Christ can no longer put up with reality as it is, but begin to suffer under it, to contradict it. Peace with God means conflict with the world for the goal of the promised future stabs inexorably into the flesh of every unfulfilled present."

And Hoff, I'll let you share what sticks out to you about that quote. But for me, what stuck out is really the idea that if you have hope, you don't necessarily have a sense of peace and calm and comfort, but you're unsettled. You are not okay with the way things are because what's possible in the future, which is to me, just like this massive invitation into participating in fulfilling that hope. And I think our work lives give us a great opportunity to do that. And so I really appreciated this quote and made me think about hope in a different way. Hope it does for you as well. Hoff, what'd you take away from that?

Jeff Hoffmeyer:

Yeah, I love this thought from Uncle Jürgen, which is how I refer to Jürgen Moltmann. He really makes the point so well that biblical hope is different than optimism. It's not some Pollyanna-ish, everything's-going-to-be-all-right, things-are-going-to-turn-out-fine. Actually, biblical hope, which again, is grounded in the resurrection, it's what sustains us in what I would describe as a holy Saturday world.



So if we put ourselves in within the three days of Jesus, Good Friday, Holy Saturday, Resurrection Sunday, we're still in that Holy Saturday moment, but we carry this resurrection hope. And what Moltmann is saying is that should fuel this holy discontent. Things are not right in the world. There is brokenness, there is hurt, and that resurrection, hope gives us the power, the wisdom to address all of those areas of brokenness.

Hi, I'm Jeff Hoffmeyer, Vice President of Advancement here at Denver Institute for Faith and Work. And I would 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. To say thank you as a monthly partner, you'll receive a welcome box, you'll have exclusive access to private digital content, personalized vocational coaching, and discounts for Denver Institute content and experiences. To become a monthly partner, simply visit denverinstitute.org/give or see the show notes in today's episode. Thank you in advance for your generosity.

This is encouraging is that engagement at work is a fixable problem, particularly for managers, supervisors, and we'll give some practical tips for how you can do that. But I would also want to say is regardless of where you are on the org chart, maybe you're not managing or supervising anyone, you can actually advocate for yourself.

If you're unaware how your work fits in with the larger piece of work at the organization like I was experiencing at that temp job, I was in my mid-twenties, so I had no wisdom to do this, but I could have gone to my manager and just said, "Hey, it would really help for me to know, what am I doing?" So you could advocate for yourself at work. But yeah, managers, there's all kinds of ways that you can just fix this for your employees. Just show that you care, ask them about their non-work lives, make sure that your employees do understand how they fit into the larger picture. So there's a lot of hope for moving the needle on this question of engagement at work.

Ross Chapman:

Yeah, I think the emphasis, when they define thriving at work, one major area is that there's meaning and purpose in their work and people can identify it. And so if you're a manager or a supervisor, one of the first things you can do to really increase it is to help people connect what their tasks are, what their responsibilities are to not only the purpose of the organization, but maybe a larger purpose that serves humanity.

Martin Luther is famous for saying, "God doesn't need your good works, but your neighbor does." And I love that quote, and I think that we can really exercise that in our work lives. And if you can connect responsibilities and tasks to how that might serve someone else in the organization or a customer or a client or a stakeholder, you're giving the people who you're working with a greater sense of meaning and



purpose in what they're doing. And I think that's going to increase their engagement. That's what the data shows.

Yeah, I just also think it's worth pointing out how crucial then the role of manager is. Just think of it as like a special role because you have the opportunity to influence up and down the organization. And people say they don't leave the work itself, they leave managing, they end up leaving the people that they're working with because something's gone wrong there. So, yeah. Hoff, do you have any specific recommendations that you pulled out of this report for people who are in that managing role?

Jeff Hoffmeyer:

Well, I think I listed a couple of them. And actually, apart from Gallup, I actually just think about you, Ross. You're a manager at Denver Institute. You listen really well. So that changes engagement because you're doing that generous thing of listening well to others, including those who are reporting to you, like me. So that will definitely increase engagement.

You're very concerned with the work that's going on at Denver Institute, but you're certainly also concerned about my life outside of my work. That's why you were asking about this big bike ride that I did over the weekend. You knew that was happening, you knew it was important to me. So some of those just simple questions about personal lives, I think, are really going to change engagement at work.

And then Ross, and this wasn't meant to butter you up as my boss, you happen to be a really good picture of this. You are passionate about our work at Denver Institute, and you help me see how my work fits into that. You're also really open to me appropriately getting a little bit outside of my lanes. So I lead fundraising at Denver Institute, but you also know that I love theology. So when I said like, "Hey, I want to start this new podcast," you're like, "Yes, absolutely. Do that," even though it wasn't like a perfect fit with my job description. So all of that actually changed my engagement at my own work here at Denver Institute. So yeah, I'm kind of going off script here in terms of Gallup and just thinking about you as a supervisor. I think a lot of that translates into any kind of supervisor that happens to be listening to our show.

Ross Chapman:

Well, thanks for that. And yeah, it's a blast to work with this team, you included. In my recent doctoral research, which I thankfully completed this past spring, I had the opportunity to just explore what's going on in the workplace today, specifically in larger US cities. And so I found some really fascinating sociological research that I thought really applied to what does it look like to work in cities today. And there were a couple things that I wanted to point out. There's a few books that I thought were really helpful. One was the Big Sort written in 2008 by Bill Bishop. Another was The Upswing written by Robert Putnam, and it's a follow-up to his earlier book, and that was a more recent one. And then another one called The Vanishing Neighbor by Marc Dunkelman. And the summary of those three books, from what I took away for why it matters for what's going on in the workplace today, is that we have decided to



choose to be around people more often, and for the long-term, who are like-minded, who are more similar to us.

So we look for like-minded churches, neighborhoods, we look for like-minded news sources, we base our relationships on similarities, and I think we can probably all feel and see this in our own cities and maybe even in our own lives. And it just made me reflect on the workplace as being maybe one of the few places left in society where we get to work alongside people who are not always the same as us. Maybe it's an age thing, maybe it's where you were from, maybe it's political views, religious views, all kinds of things that people come together in a workplace and they just come from all kinds of backgrounds. And so I just was reflecting on what the opportunity is then for people to think about their workplace as really a cherished moment to connect with people who might be different than them. And I think all these trends towards just identifying with people who are similar to you are making things more polarized or making things a little harder, but work is really an avenue where we can address that.

And it just feels really important. That puts a different level of significance and meaning and purpose in our work outside of our responsibilities and tasks. To place it in our minds is like, "This is a great opportunity for me to work alongside people who are different than me." And how awesome is that? Because when we reflect on the church, globally, is made up of a lot of people who come from different places but share a commonality. And so the church should be a great example for working alongside people who are different. And so I would think that should carry over as Christians working in workplaces to say, "Hey, I'm going to try to work alongside people well and help us point to this common mission and vision we have at this workplace." So I just thought that was really fascinating.

Another little nugget to take away is this thing called Dunbar's Rule, which basically says that you can maintain 150 friendly relationships. That's like the human capacity. It's known as Dunbar's Law or Dunbar's Rule. And that's it. And what's happened in our current society is that those 150 friendly relationships are less likely to be physically proximate to you than they were in previous decades and centuries. And so it's very common for people who live in bigger cities to find their closest relationships actually outside those cities. And that is something for us to be aware of and to think about. And how do our workplaces facilitate relationships in approximate way, even if it's hybrid or remote or you're just virtual? How do we do that? And those are important questions for Christians to think through in their workplace. The only other one I wanted to point out, and Hoff, you can stop me if you think I'm boring people, but I was fascinated-

Jeff Hoffmeyer:

No, you keep going. You're killing it and we're bringing the heavy, like dropping Martin Luther and Jürgen Moltmann and all kinds of cool stuff. So you keep going.



Ross Chapman:

Well, one thing that I was fascinated about in my research was this idea of quiet-quitting. And it was a new term, it was post pandemic, and we were just hearing everybody. This was on TikTok, people putting up like, "Here's what quiet-quitting looks like in my office space," and they're doing basically no work, but they're going to get a paycheck. They're just kind of taking up space.

And I just thought, "Is this totally new or is this actually just what it means to be a human at work?" And I found a really fascinating analysis from the '60s and early '70s that basically showed that the quit rate was just as high then as it was post pandemic in 21, 22. And I thought that was very fascinating. And so this wasn't necessarily a brand new phenomenon. In fact, people in the baby boomer generation, which Hoff, you were not there. And I am [inaudible 00:31:09]-

Jeff Hoffmeyer:

Oh my goodness, I thought you were about to say that I was a boomer and then I was going to be actively quitting, Ross.

Ross Chapman:

Between the ages of 18 and 48, those later baby boomer generation folks, they had on average 12 jobs in those 30 years. And that sounds an awful lot like what we say millennials and Gen Z. are doing now. They're going to have 12 to 20 careers or different jobs throughout their paid working life. And it was just really cool to see that's actually happened before. We've been there before and we've experienced that.

So some of these trends, we might find some wisdom from some previous generations who've experienced similar things under different circumstances. So that was a really fascinating look at it for me.

Jeff Hoffmeyer:

Nothing new under the sun.

Ross Chapman:

That's right. So Hoff, help us think about some scripture here. What comes to your mind in terms of is there a story in scripture or a narrative or something that pops up in your mind when you think about here's what's going on in the workplace today, anything that might be helpful?

Jeff Hoffmeyer:

Yeah, the one that came to my mind is the story of Nehemiah. So if you remember that biblical story, Nehemiah is in captivity with the rest of the exiles in Babylon, hears this report that the wall around



Jerusalem has crumbled. And by the way, of course, this isn't a perfect match. It's not like we can line up all the problems that Gallup identifies and all the solutions are in Nehemiah, but there's some really important points of connection.

So the first thing that happens is Nehemiah is dismayed. So the scripture said, "As soon as I heard these words, I sat down and wept and mourned for days," which I think that's important. Actually, a lot of our work should be motivated by something that's broken in the world, some injustice. And this is what motivated Nehemiah, and then as a manager, to use that word, he then shared that passion for, "We've got to rebuild this wall with all of those who were living in and around Jerusalem."

So it actually starts with, and that's that holy discontent piece that Moltmann was bringing out. And then as a manager, Nehemiah's pretty strong. And in terms of ownership, which is one of those key concepts of being engaged or having hope at work, is you really need to feel like you have ownership. Nehemiah in the biblical book, there's a very long chapter that names all the names like, "This name was building this section of wall, and this family was building this section," so every person or family or maybe clan had their own little section of wall, and they knew that they were responsible for that section. But they also very much knew that that work was a part of this big job, this big task of reconstructing the wall. So the ownership was just kind of built into the work that that Nehemiah was leading as a manager.

And the scripture says this, the people had a mind for the work and the work went really well. The last little connection point in Nehemiah that I'll bring out is this, and it's really a fascinating read. In fact, read the Gallup study and then read the entire book of Nehemiah and just see what connections that you can make.

But the last one is this, it comes from Chapter Four. "Do not be afraid of them," meaning the enemies who were trying to resist the work. "Remember the Lord who is great and awesome," and then I love this part, "and fight for your brothers, your sons, your daughters, your wives, and your homes."

So Nehemiah is an inspiring manager. He's saying like, "We're not just building a wall here, we're fighting for our sons, our daughters, our brothers, our sisters." And so he's making that connection point between the work and what it's actually accomplishing.

Ross Chapman:

I love that, Hoff. That's great. I'm so glad you brought up Nehemiah. That seems like a very appropriate, I love the challenge of reading the Gallup report alongside Nehemiah. And as you were talking, it made me think of... As you said, the very first thing you learned in the story of Nehemiah is he asked for a report of the city and how the people are doing. And here we are talking about the state of the workplace from this report. And his next move is to grieve it.

And so maybe we should take a moment in our own day-to-day lives and just reflect on this 69% of US workers are disengaged from the work. They don't find meaning in it, they don't find connection in it,



and they don't have that hope. And so I just think of the scattered church as just the opportunity to help people connect those dots, just like Nehemiah helps people connect the dots there.

So that is really a powerful way to look at this report, and I appreciate you bringing that up. And then I just wanted to say one more thing about Nehemiah, which, this was all about the city of Jerusalem, and Jerusalem is the city of peace, the city of shalom. Jerusalem was supposed to represent all that God was going to restore in the world. Here's all the brokenness, this is the city of God, this is what it's supposed to look like. And Nehemiah is distraught because the current state of Jerusalem didn't look anything like it. So he had a true hope. The promised vision of what was going to be was unfulfilled in the present. And so he had this unsettled hope and he wanted to do something about it.

We can take that into our day-to-day work and we can know that the new Jerusalem is going to come and we can wait with expectation and we can also do something to help people experience a little taste of that future right now in our workplace. And think of the opportunity that's out there if 70% of the workforce is just waiting for somebody to come and give them some answers about meaning and purpose and connection, that is an incredible thing before us. I think that's a great way to wrap this up. But Hoff, do you want to give us a closing remark there?

Jeff Hoffmeyer:

Well, I think I'll just build on that and use this phrase, Ross, that our team has been toying around with in terms of the vision for Denver Institute, "Hope for workers, life for cities."

And this is what you were just saying. This does go beyond what Gallup is providing. And of course, they weren't intending to do this. But it's not just about, "Okay, isn't that great if more people are engaged at work? That means they're happier, they're more satisfied."

No, what that actually means is transformation in cities. So if more workers have hope, if more workers are engaged, they understand how their work is meaningful, they're contributing, what happens is that life in cities is improved in all kinds of ways. So yeah, this really is gospel kingdom work that we're talking about. And it's not just about you and I feeling good about our jobs and all of that. Actually, things are going to change in the cities in which we live. And actually, I think this is why God very much caress about this issue.

Ross Chapman:

That's awesome. Well, I can say nothing else other than amen to that.

I wanted to let you guys know just a few things coming up at Denver Institute this fall. And before I get to that though, if you're listening to the podcast and you are not in the front range area, can't make a connection with us, we also participate in this thing called Citygate, and it's a collection of organizations around the country that care about this conversation. And so maybe there's one in your city. And if you



haven't connected with them, we'd love to help you. We just had 25 organizations together in Boulder a couple months ago and it was an awesome experience. So just shoot an email to hello@denverinstitute.org if you're like, "Hey, I got to find out if there's some Faith and Work expression in my city that I can connect with locally." I'm sure they would love to do that.

So upcoming at Denver Institute, we have one of our biggest events of the year in early November is Women, Work, & Calling. You can go to our website, you can go to the Women, Work, & Calling website, which we'll put in the show notes as well. And I'm pretty sure it's just womenworkandcalling.com. You can actually already buy a ticket and reserve your spot, and I encourage you to do that soon because it's going to be an incredible event and it does fill up. So do that.

And then we're also really excited to be releasing kind of like, "Here's where our direction is for the next five years. Here's what we want to accomplish. Here's the things we see that we can address." So we're going to be launching kind of this vision campaign and you'll be hearing more and more about that and you'll have opportunities to connect with our whole team in person, virtually, you'll get plenty of information about it, but I'd love for you to be thinking about joining us in this five-year vision that we have, we're going to need a lot of hands to get to our goals, and I'm excited about that. We want you to participate with us.

Also, just to put on your radar, we've got a few books that are coming out from people you know who are around Denver Institute. One is our founder, Jeff Hayden, has a book coming out in December, you'll be hearing more about.

Also, our very own Joanna Meyer, the founder of Women, Work, & Calling and our director of Public engagement. She's got a book coming out in October that you can already pre-order, which is super exciting.

And then also another book coming out called Faithful Work with me and the esteemed colleague, Ryan Tafilowski, who is a professor over at Denver Seminary and our former theologian in residence. You would recognize him from the podcast and Virtue and Vice and lots of other things. So we've got those coming out, very exciting. We're just really pumped about what's going on at Denver Institute and we hope you'll track along with us.

Just so you know, all this information can be in the show notes. We'd love for you to read the report and reflect on what that means for your workplace and how you can be a little bit like Nehemiah and bringing a little more hope into your workplace. Thanks for joining us today. We'll see you next time.

Joanna Meyer:

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