

CONTACT INFO



David Bentall

**STEP
NEXT
ADVISORS**

POSITION/TITLE
President

COMPANY
Next Step Advisors

WEBSITE
www.nxtstp.net

LOCATION
Vancouver, British Columbia

TYPE OF BUSINESS
Advising, Coaching, and
Speakers in Family Business

NUMBER OF EMPLOYEES
3

STATUS
Private

YEARS IN OPERATION
2000 - Present

ANNUAL REVENUE
\$250 million

DAVID BENTALL NEXT STEP ADVISORS

Interviewed by Martin Wiranata
On November 5, 2005

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David Bentall

GENERAL ENTREPRENEUR QUESTIONS

1. *When did you start your first entrepreneurial venture and what was it?*

It's really interesting because being in a family that has developed real estate over many years each project is like a new real estate or new entrepreneurial venture. So the first project that I got involved in being entrepreneurial is when I moved to Calgary in 1981. The day we arrived is when the boom ended. So my job was to sell real estate services, to lease real estate, and to sell construction services. There was nothing happening. Nobody wanted to do anything, and the market was overbuilt. So I spent two years running around trying to sell things that people didn't want to buy. Our family owned a property in Edmonton and we wanted to re-develop the property. I managed to work with the CJCA radio station, which was next door to us. They wanted a new building and I managed to convince them to buy our property and to do a project for them. It was really difficult to convince them in a down market that they did need a new facility. For us, it was a way to sell our property. It was a very, very tough thing to try to pull this deal together, because the radio station was trying to save money through this location. It took almost a year

David Bentall, Next Step Advisor

and half to pull this deal together, whereas with more favourable market conditions it would have been much easier. So that was the first thing that I did in my career in the entrepreneurial context.

2. *What motivated you to become an entrepreneur?*

This is an interesting question for me, as I've traditionally not defined myself as entrepreneur. Let me provide some family background and context. I have always looked up to my father and my grandfather. They are truly my heroes in life. I always wanted to be like them. Both of them were great leader in business and they integrated their faith within their work. They were wonderful men with a high degree of integrity. My grandfather was known as someone who did most of his projects without a contract; he just shook hand with people and did what he promised. Likewise, my dad was known as someone who honoured his word. So these are the kind of men that I looked up to and wanted to be like. So only this summer, at 50 years of age, did I begin to think of both my father and grandfather as entrepreneurs. I had previously seen them as managers and corporate leaders because they have run large companies such as Dominion Construction and Bentall Corporation. But as I look back at them I realize that they both are entrepreneurs. For example, my granddad bought Dominion Construction in 1911 or 1912, the seller of the business at that time offered the business on onerous terms. They made an agreement that every payment that my granddad made on principle would result in the interest going up on the outstanding balance. And, as my dad explained it to me, the goal of the vendor was to make my grandfather go bankrupt: if he made a bunch of payments and failed. The seller would keep the money and be able to keep the company. I know my granddad gave God the credit that he was able to have the business prosper enough so that he could meet the very harsh terms required to buy the business. My granddad then also later started doing real estate development as a way of providing projects for his employees to keep busy. In addition, he gave employees the

opportunity to invest with him. So he was very entrepreneurial in that sense.

My dad, like my granddad, acted in an entrepreneurial way. I realize now that my dad came up with the idea of developing the Bentall Center¹ and wanted to do that. Remembering Bentall 1, he went to Great West Life Corp. [a major insurance company that finances construction projects] and said that we want to build this major office building. We were a small construction company at the time. Our office was on West 2nd Avenue [outside the downtown core]. We talked to Great West Life and asked them whether they would provide the mortgage to finance the project and they said they will do that for 75% of the value. My dad said we needed more help than that because we could not afford to also buy the land. He asked the people at Great West Life, "Would you buy the land from us and to fund the land?" So, Great West Life assisted us in the financing of the land, also. We didn't have the money for the land or even sufficient equity for the project. In the end, my dad convinced Great West Life to take the risk of his entrepreneurial idea. And his idea is to develop a smaller version of Rockefeller Center from New York in Vancouver. He had visited New York years earlier; John D. Rockefeller, who was active in the Riverside Church, was one of his heroes. He thought that it would be great if we could have a similar type of complex in Vancouver.

So, I never saw myself as entrepreneur until this recent summer and I started to reflect on my granddad and dad, what they've done, and how some of my activities have been similar.

3. *Was there any one person who was a model of inspiration for you and in what way?*

My father and my grandfather were most inspirational.

¹ The "Bentall Center" is a Vancouver landmark in the downtown core that now consists of five Class A high rise buildings. The buildings are referred to as "Bentall 1", "Bentall 2," etc.

4. *Was your educational experience (to whatever extent) helpful? If so, in which way?*

I remember talking to my dad about my university education while I was taking my degree in commerce. Then I said, 'Dad I'm not enjoying this and I don't think I'm going to find any value.' And he said, 'David, your university education may not be practically relevant on the job...but it will teach you to do things you didn't want to do on time and teach you things that you didn't want to do and do them anyway.' He said, 'That's the value, the discipline you get from the education.' And when I went to Toronto and worked at Cadillac Fairview, I was pleasantly surprised to find that many things that I learned in terms of mortgage finance, preparing pro forma financial statements, and 'urban economics,' were in fact of value. When I was running Dominion Construction, some of the things that I had learned in "Marketing" and "Human Resources Management" classes were very helpful. I was astonished and surprised that some of the things that I learned were of very great value to me and I had not anticipated that. I think also on the other side, though, that my business training was around how to manage a large company. My business education was perhaps almost something that led me to see my dad, uncle, and grandfather as managers rather than leading me to see them as entrepreneurs. I looked at it from a macro point of view and this didn't equip me well to think from an entrepreneurial or start-up perspective.

5. *How many different business ventures have you started in the course of your entrepreneurial career?*

As I mentioned, each real estate project could be considered its own entrepreneurial venture. I have been involved in a number of entrepreneurial projects in the course of my career. For example, I already mentioned the real estate development project in Saskatoon called Bayside Mall. We also developed TD center in downtown Winnipeg. Those were the three projects that I featured largely in leading, putting those together.

Then, after leading in our family company, I worked with Arthur Griffiths on the bid to bring the 2010 Olympics to Vancouver. This was an entrepreneurial venture. There were a dozen of us involved, but largely Johnny Johnson, Arthur Griffiths, Bruce McMillan, and I, were the four guys who really were leading and spearheading the effort. We also received support from Tourism of BC and Vancouver Tourism. In reality, no one at the early stages was keen on the 2010 Olympics. We had to travel a lot and I made thirty presentations for support from organizations all across Canada saying we could bring the Olympics to Vancouver.

So those are some of what I would view as entrepreneurial ventures. Then, in the non-profit sector, for the past four years I have been heading up a Center for Family Business Studies at UBC. That's been an entrepreneurial venture because we started with nothing other than the idea and began teaching workshops, and hosting lectures, and creating a board, and establishing enterprise.

6. *What percentage of these business ventures do you estimate were financially successful?*

Certainly the Edmonton project was successful. TD center in Winnipeg and Bayside Mall in Saskatchewan I think were successful -we completed and leased them up. They became good assets with long term value, but they have not appreciated in value as much as assets in other markets. So it's a mixed result for those two projects. With respect to the Olympic bid, it has been successful in that Vancouver will be hosting the 2010 Olympics. However, we won't know for another five years whether the project will be economically successful or not. But I think the 2010 Olympics could have a tremendous positive impact for our province.

ENTREPRENEURIAL QUESTIONS REGARDING YOUR SPECIFIC BUSINESS

7. *How did you identify the opportunity that led to the setting up of the business?*

I will answer this question with respect to the consulting business I established four years ago called "Next Step Advisors." It was really interesting because I didn't want to be an advisor to families in business. I kept getting asked to speak about my life experience working in our family company for 20 years. The more and more I spoke about it, I was exposed to more and more families doing business together, and they kept asking me for advice. I remember thinking, 'what do I have to share with them?' I think that the turning point for me was when I talked to three men who I think are the leading advisors to family business worldwide. I said if I do this (advising families), I want to do it in the world class way, and wondered what I would need in order to be capable of doing so. And they said, 'What do you mean?' I said, 'Well, you have your PhD.' These three men and several others that I talked to have PhD's in various areas of specialization. I asked, "Would I need to go back to school?" Then they said, "David, you've already have the equivalent of a PhD in family business, having worked in that environment for 20 years". I said, 'What if I want to do this properly? What should I do?' They said, 'We're not worried about you not doing it properly. You have a good conscience, you care about the families you've worked with, so just get in the operating theater and start.' So, what prompted me to begin Next Step Advisors were these three men who I respected very highly: John Ward, John Davis, and Yvonne Lancebert. They all said, 'You have what it takes, just get out and start.' That was quite a revelation to me; I never would have had the courage, nor would I have had the confidence, to think I had anything to offer. They encouraged me to get out there and begin helping families.

8. *What were the critical elements you assessed before you decided to pursue the opportunity?*

Since the nature of the business is such that I'm really selling myself as the service, I had to examine myself and ask what I have to offer. I remember thinking, God gifted me to teach, and He somehow gifted me to be a facilitator. So, I'm a teacher, a facilitator, I love speaking, and started to do some life coaching. I remember thinking those are four things I can offer. I remember a firm in the States asked me to consider joining them. I got back and said, 'I don't think I should be a family business advisor...I've looked at my life how God gifted me. I think what I should do with my life is to be doing teaching, facilitation to work, speaking, and coaching. I should do that instead of advising families.' A principal of that firm told me, 'Did you know that facilitation is the main skill of working together with families, to facilitate them working together? Did you know the best way of getting businesses is to speak publicly about this field? Did you know that individuals and family needs one-on-one coaching?' This person's comments helped me to identify what I felt God had gifted me to do and what I was passionate about. Then someone else told me that there is a real need for family businesses to benefit from the advice I could offer. Actually, I was very resistant to the idea of becoming a family business advisor but I realized from the feedback I received that perhaps I had received a lifetime of preparation to offer family business facilitation services.

9. *How much time did it take from seeing the opportunity to the first day of business?*

I initially resisted the idea of being a family business consultant. But I started toying with the idea probably for over a year, taking some courses and thinking about it before I started offering my services. Starting the business was really a process of personal reflection and trying to determine what I should be doing with my life.

10. *If you had partners, who were they, and how did you find them?*

N/A

11. *Did you have a business plan of any kind?*

No, and I'm a planner! When I worked with the family company I was the first person in the organization that introduced strategic planning of company. Ultimately, I had a full time planner. But I was actively involved in developing the strategic plan. When I started Next Step Advisors, it was more just a response to the invitation I got to work with others. Last year, after finishing my first year of being very active and generating good revenue as an advisor, coach, and speaker, I decided to put together a more formalized plan. So it was only after I had the business operating for a year that I started actually trying to formalize a game plan.

12. *What kind of financing did you have?*

N/A

13. *How much capital did it take?*

There is not really a capital required for personal services business. But it did require us to have financial stability so that I did not have to rely upon initial, regular income generated from Next Step Advisors. Since I had received a return from my share of the sale of my interest in the family company, I was self sufficient. So, I didn't need income from my business to sustain myself.

14. *How long did it take to reach a positive cash-flow position?*

If I look at Next Step Advisors as a conventional business, and using the measure of how long it would take to build up the business to achieve an income appropriate for someone like me investing time, then it would be difficult to determine. So, I view

the business differently. I was very happy with first year. I decided to throw myself into coaching and consulting and speaking in 2004. The end of that year including taking 13 weeks holiday, which is very generous; I worked very hard when I wasn't on holiday. But during that year I earned essentially the same as when I was the president of Dominion Construction. So my test is whether I get to what I would consider a sort of a break-even point--earning the same as I did previously. I was able to accomplish that in the first year.

15. *If you did not have enough money at the time of the start, or at low points in the business cycle, what were some things you did in order to stretch your capital?*

N/A

16. *What did you perceive to be the strengths of your venture?*

As I look back on Next Step Advisors, I am gratified as to how well it has went already. One of my advisors said that he thinks that the biggest thing that I offer is the training that I have had over the years. He said if you had two people sitting side by side and you're going into battle, would you want the West Point graduate or would you want the knurly veteran from Vietnam who actually been in the trenches before? He thinks that the reason people come to me for my advice is because I have 'been through the war'; having worked in our family for twenty years. I have had some wonderful, marvelous, happy experiences, but I also went through some very tough times with the business, and the family dynamic and inter-generational transfer (of ownership) was not easy. So the experiences I had going through some of those hard times, I think they are what enables people to realize that I have something I can offer from my own experience, and I can empathize with them.

17. *What did you perceive to be the weaknesses of your venture?*

I think the biggest weakness of Next Step Advisors was that I was very inexperienced as an advisor. My mentor said to me that even though I had twenty years experience in family business and the equivalent of a PhD in the field, I was still a novice in terms of offering services and advice to others.

18. *What was your most triumphant moment?*

My most triumphant moment was when I was invited to speak at a function in downtown Toronto. It was a black tie dinner and Fred Eaton of the Eaton department store chain was there. Sonya Bata of Bata shoes was there and I was invited. The three of us were there at the panel, and we were asked to share something of our experiences. The audience included well-known Canadians like Ted Rogers, Gaelan Weston, and Paul Demarais, and all of their family around them. We talked about the area of family business. Fred Eaton was quite cautious in what he shared and Sonya Bata perhaps was more cautious to what she shared. Meanwhile, I just took all of my cards and put them on the table and shared what my experiences have been. I shared how I began this journey at Grade 5, thinking about working in our family company. So as I shared personally the hard times and the good times, I remember getting a letter after that dinner and Ted Rogers wrote me, 'David, thank you for your contributions to the evening.' He felt that I had been open and shared in such a way that what I said really provided valuable content. Many families wanted to know how to make it through working together. Many families don't want to share their insights. I was willing to share and others found my insights to be helpful. I began to realize if I share something of myself then it could be valuable to other families.

19. *What was your worst moment?*

I think my worst moment was when my uncle and my father, who had worked together for forty years, decided that they could

no longer work together. My uncle had wanted the company to go public and he didn't want to involve family in the management. On the other hand, my dad wanted me to run the company. When my father and uncle decided to go their separate ways, it was really seen by many that I was the reason for this because my dad wanted me to run the company and my uncle didn't. That was a very painful period in my career.

20. *Once you got going, what were the most difficult gaps to fill and problems to solve as you began to grow your company?*

I think in growing my new business, for me it was learning the new discipline of managing a one-man office and realizing that I was the "product" of Next Step Advisors. This was a contrast to my previous business experience, as I spent my whole life managing other people. For twenty years, I ran my company. This was the first I ever had. When I first came out of the university, I began working in our smallest operation in our company, but there were still 100 employees and I was the Assistant General Manager.

21. *What were the key attributes you looked for in people (partners, advisors, managers) as you grew the company?*

When I was working in Dominion Construction, my sister and I bought the company. This was an entrepreneurial venture in the sense that we bought the company from Bentall Corporation. They said that they would sell us the company but that they wouldn't give us anymore work. Dominion Construction booked all of its business from Bentall Corporation, this meant that fifty percent of our revenue would be disappearing. Also, my father was retiring and thirty-percent of our revenue came from his requirements for construction services. So my sister and I essentially bought this company and eighty percent of our revenue disappeared. Buying this business with my sister was a big gamble in an entrepreneurial sense. The key attributes I looked for in people was those who had a marketing orientation; the company was already full of capable and competent project

managers and engineers. However, we needed to learn how to feed ourselves and how to generate new business.

REFLECTIVE QUESTIONS

22. *What are some things that you have found to be most personally rewarding and satisfying for yourself as an entrepreneur?*

I love the thrill of the hunt, and I love trying to put together a project when it seems it's not going to be possible. I've had two significant highlights in my career. I already mentioned the first, which was the development of the TD Center in Winnipeg. After we completed that project, Dick Thompson - the chairman of TD Bank - and I were chatting. He said, 'David, did you know that over the last 10 years, the largest 10 real estate development companies in Canada have all come to us to try to put something together on our property, but only you have the creativity and tenacity necessary to pull that off.' It was very rewarding to me as a young man to see how the interesting combination of being creative and also stubbornly determined had been what enabled us to put that project together. The other highlight of my construction career was when I was president of Dominion Construction. We secured the opportunity to build General Motors Place, the home of the Vancouver Canucks Hockey Team. It was the largest construction job in our company's history. The company at that time was eighty years old, and in order to do the \$100 million project we had to join with other companies. But it was still the largest project in our company's history. It was a very tough project to win and being able to help was a very exciting thing for me. It was a great honour to be involved with that project.

23. *What are the three most important lessons you have learned with respect to starting and running a business that you pass on to an aspiring entrepreneur?*

a. Be clear about what the opportunity is:
With the TD Center project in Winnipeg, the opportunity was nine companies wanting a new space. It is very difficult to figure out the way economically to put something together. But with the opportunity, we were clear that what we were trying to capture was the leasing of space. We never lost sight of what that was. I came across a very interesting definition of entrepreneurship. According to what I read, the writer said that an entrepreneur is someone who pursues opportunity without regard for whether they have the resources necessary to capture the opportunity. I kept thinking Captain Ahab when he saw Moby Dick. He must have been thinking, "I'm going to get my harpoon in him, even though I don't know what I'll do once I do that!" The opportunity was so big and I decided that we had to go after it, like the great white whale.

b. To be incremental in managing risk:
With the TD Center, it ended up with a \$70 million real estate development project but we secured an option of the land for thirty days for \$15,000. So we managed the risk. We didn't buy the land; we just optioned it for period of time to see if we got a partner in place to make it work.

c. Never giving in easily, there would be obstacles:
Many people gave up trying to put the TD Center together over 10 years. Likewise, with GM Place, many other bidders gave up over time. You can only win the race when you stay in the race.

FAITH AND THE MARKETPLACE

24. *What does the term "calling" mean to you?*

I thought about that a great deal. After selling my interest in the family company, I began wondering what God had in store for

me in my life. I originally thought my life calling was to work in our family company and I spent twenty years there. I used to think that God's call is something that you might hear when you're wandering in the forest; you might hear His voice and go in a certain direction. I used to think that finding His will was a bit like looking for a gold coin in the forest, He might point us to it and we can find it. I began to discover that God's calling is more like looking in the mirror and discovering how He made us and being obedient to use the talents and abilities He has given us. For example, I never wanted to be teacher. I thought I would be a corporate executive. I wanted to run Bentall Corporation, I wanted to run Dominion Construction and I wanted to run the 2010 Olympic bid. So, I believe I have some management skills. But I have concluded that God's calling in my life at this point is to be a teacher. That's what I'm doing now with my life: I'm coaching, consulting, speaking, teaching, and writing. I discovered this calling because I was willing to look in the mirror and discover how He made me.

25. Do you feel that you were "called" to entrepreneurship? If so, what does that mean to you?

It is really interesting because this new business, Next Step Advisors, is really not something I originally wanted to pursue. A friend of mine, who I trained with in competitive water skiing as a hobby, one day suggested to me that I would be an excellent executive coach. I said, 'No, I don't know how to do that.' He said, 'You've been doing it all your life. You were coaching all your executives in Dominion Construction.' I still persisted, 'No, I don't know how to coach.' We argued it week after week when we were skiing together. Then one day, he settled the argument by sending me a couple of clients. They sent me a cheque by mail and called me saying, 'To my understanding that you're our new coach.' I ran away from coaching because I don't think that is what I should be doing. I resisted becoming a life coach, and I resisted becoming a family business advisor because I saw myself wanting to be a corporate leader in the corporate environment. God has irresistibly wooed me to do my present coaching.

consulting and public speaking. I am quite amazed how He has put the path in front of me.

26. Who, if any one, affirmed that calling?

My sister has affirmed my calling. She said to me when I sold my interest in our company, 'Now you can do what God always intended for you to do with your life.' And I said, 'What would that be?' She said, 'To be a teacher, of course.' And I remember being quite upset with her, although I didn't tell her that I was upset. I remember thinking that she was wrong. Then I began to run into more and more people who kept re-affirming me about my coaching, my consulting, and my teaching and public speaking. I began to realize that is what I should be doing.

27. What do you believe your gifts are as an entrepreneur?

I believe that my core gifts revolve around teaching. I think that there are two things that have helped me to be successful so far. The first is that I seek to be an encourager: whether I'm speaking, consulting families or doing executive coaching. What is encouragement? It means to give courage to others. Second, God gave me the ability to draw upon a broad array of resources, whether books I have read or conversations I have had. My third gift as an entrepreneur is that I learned how to sell. When I'm working with a potential client, I am able to listen and then offer something that suits their needs. I listen attentively to potential clients. I ask what they want and then determine how I can be helpful.

28. How did you (or do you) integrate your business expertise with your Christian calling (and how are they complementary)?

When Jesus encountered Bartemius the blind man, Bartemius obviously wanted to be healed. Jesus didn't walk up and just heal him: He asked him, 'what do you want me to do for you?'

It's my hope and prayer in my relationship with my clients that I am able to take that attitude that Jesus had and ask, 'what do you want me to do for you?' So I try to be like Him in that way.

29. How have you been involved in your local church (that you now attend and the ones you have attended in the past)?

I was involved in bible study when I was at the University of British Columbia. After I graduated, my wife and I helped lead the youth group in our church [Trinity Baptist Church]. I was involved as deacon in the church, and was involved in youth leadership. I have used my teaching gifts and my leadership there since we moved back to Vancouver.

30. Have you been involved in your church denomination and how?

I've been involved over the last three or four years with Keats Camp on Vancouver Island; it has a wonderful outreach. I have also been involved chairing their capital campaign to raise money, so I am able to bring some of my fundraising experience from my career to help with the camp. Now I'm on the board of the camp.

31. Have you been involved in para-church organizations and how?

I have been privileged to be involved for six years on the board of Hope International, which is a third-world development organization. I was also on the board of Young Life Canada for several periods of time.

32. What are some examples of how you have integrated Biblical principles into your business practices and thus acted differently than a non-Christian due to your Christian faith?

The best example is when I was the president of Dominion Construction, and we had the opportunity to bid on the construction

of an office building for BC Hydro. When we looked into what they were going to do, we found that they wanted to have a new office building downtown, and they wanted to have the office on the Light Rapid Transit line [Skytrain]. I looked around and found only one location on the Skytrain. We had assembled a big enough property that would be appropriate for BC Hydro and that was presently owned by 42 different owners. I went to Hydro and told them that we found this site and asked them if we could do a land assembly for them and build them their building. I pointed out that since BC Hydro was a Crown operation that they couldn't negotiate with us but that we would have to submit a price. I asked whether there was any way around that? And they said if you own one of these 42 properties then legally we could be negotiating with you. I remember thinking if we would have bought those houses, we could negotiate a deal directly with BC Hydro since we would be a landowner. But I felt that we had been put in a position of trust with BC Hydro. They had trusted us, so I didn't feel that it would be appropriate to buy one of those 42 pieces of property. We submitted the price to build the new building. Another firm was awarded the contract for the design and construction of that building. I remember finding that difficult. I thought that maybe God would have rewarded us because we were being honest. It was hard but I put my head on my pillow every night with a clear conscience. I wish we had a chance to build that. We found the opportunity that was the right one for them and it was a disappointment that we couldn't take it all way through to finish them. However, my faith would not allow me to betray the trust that has been shown to me.

33. What are the lessons you have learned that you believe are important for Christians pursuing entrepreneurship?

One key lesson is that just because we have faith doesn't mean that everything comes up the way we hope. We need to do the best we can. We need to trust God for the outcome. But we cannot and should not depend on God to roll the dice in our favour. We should also recognize the key thing is to be faithful as an entrepreneur, not to capture the dollar, but rather capture the

opportunity, where the opportunity is worth pursuing. If we are trying to provide a service, that's a genuine thing that God can honour in our life.

34. *How could the church in a general sense support you as an entrepreneur in pursuing your calling in business?*

All of us need to have a reminder that our calling is individually valuable. Os Guinness, in his book *The Called*, talks about how we tend to just make one or two mistakes. We tend to think that God's calling should be either 100% becoming a monk or priest and just doing full time Christian stuff or, on the other hand, our faith is just left out by the work we do but leave God out of it - it's just doing our work. That's being honest. I think the encouragement that I would like to have from the church is to remember that we really are every day, all day, able to be priests as we go about our work. If my church community could continue to support me and remind me, I think that would be helpful.

35. *What have been the biggest challenges for you as a Christian in business?*

I think the hardest challenge for me was to not be bitter when I felt I was hurt in my career. It takes a number of years to get over some of the hurts. Even in the Lord's Prayer, we are told we will be forgiven the way we forgive others. So for me the challenge to forgive those who hurt me in career was the biggest challenge.

36. *Who was most helpful (and why or how) in addressing these challenges: church leadership, Christian friends, etc.?*

Some of my closest male friends have been my greatest help. I've written a book about friendship. My friends have more than anything encouraged me in two ways: they've been with me, and they listen to me, which has been wonderful. My wife has been helpful when I felt hurt when we were successful in the 2010 Olympic bid, and we were not included in the subsequent work

of the bid. I thought it was hurtful and my wife said to me, 'Did you want the bid to come to Vancouver?' I said, 'Yes.' She said, 'Then be happy about it!' So she encourages me to not dwell in the disappointment and has been helpful too.

37. *Have you hired people from your church? If so, has that been a positive or negative experience?*

I've never hired anyone from my church, but I did hire a Christian fellow to work with me on one of the projects that was important to me and my career. I was disappointed in his performance in the job, but not disappointed in his ethic. He was wonderful to work with, and we were able to work through the difficulty of not continuing him in that job because we had a good rapport. We could talk honestly about the fact that maybe his skills would be better elsewhere. That was hard, but I think I was very pleased how we were able to work, and we're still friends today.

38. *Have you done business with other people in your church and how?*

No I haven't done business with other people in my church.

39. *Has your relationship with those people you have done business with in your church been positively or negatively affected—from a business and spiritual standpoint—by doing business together and how?*

N/A

40. *Is there any particular passage(s) of scripture that you have found particularly meaningful or that is inspirational to you?*

Proverbs 4:23: "Above all else guard your heart for it's the wellspring of life". My wife and I named our holding company "Wellspring Holding" because it's so easy to put our trust in physical, and human, and financial things. This verse reminds

me that we need to guard our heart against relying on things, and trust God for our life not finances.

CONCLUSION

Do you have any questions or comments related to Christians in business that you would like to express an opinion on and that you believe should be included in or dealt with in future versions of this questionnaire?

N/A