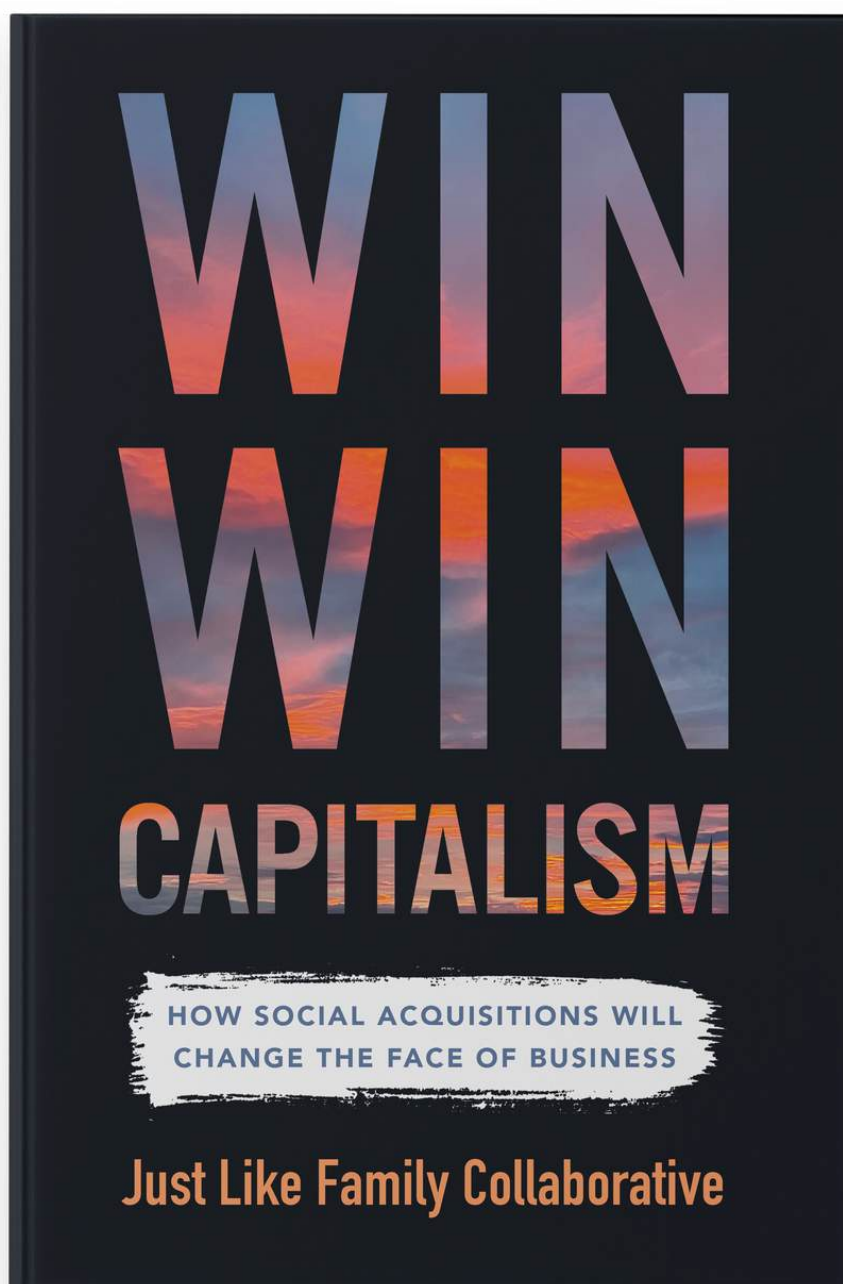


JUST LIKE FAMILY®
HOME CARE

Win-Win Capitalism

Book Study for Communities of Faith



Introduction

We commend you for your desire to learn about how capitalism in its current form doesn't work for everyone. We hope this book study will help you examine and adjust your perception of your role as a community of faith, learn about the power of social acquisition, and encourage you to embrace possibilities.

We recommend that you meet on a weekly basis for one month to complete this book study.

Each Chapter Review includes:

- **Expanded reflections or expanded quotes from the Just Like Family Coalition team.** You might set an expectation that participants read these in advance of the meetings or read them together when you gather.
- **Scripture to consider in relation to the journey.** The group leader chooses scripture that is most relevant for each section.
- **Discussion questions.** Group discussion can be “round table” or “popcorn style”, ensuring that everyone has space and a chance to speak. Larger groups may find it more effective to choose do breakouts for each section and then report back to the main group.

Win-Win Capitalism Guide for Communities of Faith

- **Reflection questions.** Participants should keep a personal journal in which to answer reflection questions and record epiphanies that occur during the group discussions or over the week. Assure individuals that they never have to share reflections unless they feel called to do so.

Recommended Course of Study

Week 1: Prologue, Chapters 1 & 2

Week 2: Chapters 3-6

Week 3: Chapters 7-10

Week 4: Chapter 11-15

We're so glad that you've chosen to go through "Win-Win" using the companion book study. Please [contact us](#) if you have any questions about the book.

Week 1

Welcome to Week One! For this week, please read the Prologue and Chapters 1 & 2.

Prologue: We are the best! A non-ego approach to business

Humility often teaches us to downplay our achievements, but this can create an ethical dilemma—if we don't share our good work, others may never know. Additionally, excessive humility can limit our vision of the impact and change we are capable of achieving.

Crossing over into new and foreign territory becomes an opportunity for Israel to put their trust in God.

Deuteronomy 31:6-8

Fearful and in exile in Babylon, Israel sees God revealed as the God of all nations and places and its protector

Isaiah 41:8-10

From the Team: Alana, Operations Manager

“How do you become an agent of change if you ask permission to make the changes needed? Stop asking permission to change the world and stop making people ask your permission to change the world. Your teams

need you to be a leader, even if your position might psychologically or socially make you feel like you are the bottom of the hierarchy. There's no harm in trying.”

Prologue Discussion Questions

- What appears as an insurmountable challenge to you now? Why does it feel so insurmountable?
- What movement are you part of?
- What do you care about changing? How are you part of it?
- What is the difference between the work you are doing day-to-day versus the vision for which you hope? Is there a gap? Is that because you feel like you'll never reach the vision for which you hope?
- Which barriers prevent you from doing more? Consider barriers that are real versus those that might merely be perceived barriers. What assumptions might you be making?
- If the full change that you seek isn't possible in your lifetime, what could be the first step to set up future generations to realize this full potential?

Prologue Reflection Questions

- What is meaningful to you? How are you making a difference in the world?
- What does that inform about your own personal why? How does this motivate you?
- Imagine yourself on your 80th birthday. What do you hope people say about you? What are you doing today for this to happen?

Chapter 1: And So, It Began!

Look around you right now. You are in a book study thinking about the future of your community of faith with a few other people. You might be sitting in a basement yourself, you might be on Zoom, or at someone's home considering this text. This is not dissimilar from the starting point of the Just Like Family (JLF) story, which you're now reading.

You might think, "We don't have that much. How could we do something like this?" Yet, by looking at what you have, you can begin to see the abundance available to communities of faith generally, and to you specifically. You might see these things around you:

- A building in town or a space where people can meet
- A team of amazing volunteers that will do work that isn't necessarily in the spotlight
- A community of people with personal financial resources, along with the organization's financial resources
- A community that trusts each other, even likes each other, and has each other's backs

Thinking this way, you can quickly see that you are rich in resources.

Don't look elsewhere; gather together what you have; give thanks and bless it; share it with others. All will be filled!

Matthew 14:15-20 (Loaves and Fishes)

The whole purpose of Jesus' ministry was the abundant life to which he was the gateway.

John 10 (or 7-10)

Material abundance is part of abundance, but the journey begins with faith; the kingdom of God is within you.

Matthew 6:25-33

You are at same starting point as the eight leaders in the church basement. In fact, you are actually much further ahead! The eight people in the church basement that inspired this story had no roadmap to follow. They didn't realise the change that was possible. And they didn't have mentors to support them on their journey.

Abraham's invitation to what seemed a foreign place became the fulfillment of God's promise of a land flowing with milk and honey.

Hebrew 11:8-12

When the people become fearful of scarcity and withhold their tithes, God throws down a challenge to them. This one and only time in scripture, God says, "Try me! And see that you don't prosper by taking this risk."

Malachi 3:10-12

From the Team: Sarah, Chief Operating Officer

“So, the very, very beginning...how we started in Victoria. We had about eight people on the committee, and we knew we wanted to run a social enterprise that was aligned with the values of the local church. We looked at a number of different options where we could make a difference socially and environmentally: what were some of the issues out there that we could solve?

“We looked at everything from tech to recycling to environmental stuff, and we decided that home care and the aging population was something that was really important. We decided that we wanted to look at a home care business. We had options at that point as to whether we were going to look at starting our own or joining a franchise model.

“When it came to having started a few companies of my own, I realized that it’s a long time before you can actually get to home care. When you do it on your own you must come up with your own logo and website, and there’s a lot of cost and time that goes into it that isn’t home care. You’re working generally for at least a year before you’re in the business that you want to get into. The franchise model allowed us to get to making a difference for people sooner.

We are often afraid when God's invitation is beyond what we currently understand. This is the path to true transformative changes.

Luke 1:30-33 (Do not be afraid, Mary...)

“The capital requirements were relatively low. And it came with all the things that we were not experts [in]—the website, the logo, the branding, and the sales brochures. We had a great base to start so we could just get to market quickly and get in front of people where we knew we could make a difference. We chose Just Like Family Home Care because they were Canadian, they were local in British Columbia, and they were really relationship-based. They focused on that relationship that we felt had been missing so much in home care. It goes to numbers, it goes to convenience, it goes to all these other things in the traditional business, and we wanted to do things differently. We wanted to approach this matchmaking idea, where you had a caregiver aligned with the client with a similar interests, or similar languages and similar skills. Not only could they look after each other and have the skills required to look after each other, but they could enjoy their time together. It would move from surviving to thriving.”

When we stop resisting, or flailing in our fearfulness and become still, we discover the fullness of God and know we need not fear.

Ps 46:1-3, 10-11

From the Team: Alana, Operations Manager

“If you have fear, I think it’s going to be easy to doubt every chapter in this book. Fear has been the biggest roadblock that I have seen for people. The worst part about it is that when you ask people what their fear is, they go, ‘I don’t have any.’ Yet everything they do or don’t do has sprinkles of fear in it. Could be fear of failure, fear of believing in something that’s unconventional but can be a successful path forward, fear of partnering with the wrong people, fear of not being perfect, fear of disappointment, or fear of upsetting the apple cart.

“The key thing [is to] name your fear and be vulnerable. It’s okay to have fear. It’s not okay to hide the fear from your team. It’s not okay to let fear determine your worth or value-add, and it’s not okay to let fear prevent you from being creative with solutions or giving up on yourself before you have even tried. Fear is not an excuse to not upset the apple cart. In fact, when we upset the apple cart, we often evoke the change required to make our business more functional. I want to stress here that it’s not by challenging everyone in your path but channeling the ‘why’ in situations when the norm no longer makes sense.”

Chapter 1 Discussion Questions

- If you had been sitting in that basement, what might you have contributed to the conversation? What questions might you have asked?
- What ideas might you have brought to the table?
- What might have prevented you from taking this leap into a new situation?
- What fears or barriers are blocking you now?

Chapter 1 Reflection Questions

Think of a time that you were fearful of doing something—moving away, changing jobs, going through a separation, or any other significant life change.

- After the change, what happened? How was your life changed? What positive impacts occurred?
- Was the change as good or bad as you thought? How did you feel about yourself, that you could overcome your fear?

Chapter 2: An Unlikely Catalyst

Communities of faith are an untapped community resource in every single community across the world. If we were to look for one type of organization that could literally transform the world in an expedited manner, almost any business consultant would advise that working with communities of faith would be the way forward.

Business consultants also advise doing an analysis of the environment (both internal and external) prior to making a recommendation about how to best move forward. They might use a SWOT analysis, which explicitly reviews an organization's internal strengths and weaknesses. You did that in the last chapter when you reviewed the abundance of your group, as well as the barriers facing it. Now, consider external opportunities and threats (the second part of the SWOT) by looking at current political and economic news, social trends, and technological changes that may affect your group. You can use this information to extrapolate future trends and position your organization to get ahead of them.

The disciples are on the threshold of the new world that the resurrection ushered in. However, it requires a different approach - fishing on the other side of the boat

John 21:4-6

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For the purposes of this chapter, you may find that using business terminology in a church setting almost always feels sacrilegious! This means that we don't trust tools that work in a business setting will work in a community of faith setting. "Win-Win Capitalism" shows us that overcoming this distrust can help us create more impact. Using a SWOT analysis for the church (and for our own changemaker groups) might allow us to see things that were previously unclear to us.

Peter speaks to a Christian community that is feeling like outsiders in their surrounding culture. He reminds them they are gifted and that they must share their gifts for the good of all.

Peter 4:10-11

A reminder that "together is better." What does this mean for how the church partners with others in the world?

Ecclesiastes 4:9-12

From the Team: Lori, Partnership Team

"Years before I came to work for EDGE, I learned of the quote that 'the definition of insanity is doing the same thing over and over expecting different results.' It has always stuck with me.

"Within the church there are those who are resistant to change. I have been told, 'This is the way we have always done things, and we will continue on this way until the last of us is dead and the church is closed.'

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There seems to be combination of expectation, hope, and faith, that even though we are doing nothing different, **MAYBE** this time things will change! In many years with **EDGE**, there are those whose first question was: how do we get people to come to church? Why don't they come? What can we do to get more people to come?

“The stages of change management include shock, anger, acceptance, and commitment. Those who languish in shock and anger tend to be unwilling to even consider having a conversation about doing things differently. Rather than contemplating how they might change themselves, they focus on what they could do to enhance or persuade others to join them, particularly when it comes to Sunday worship. The tendency for some was to think about ‘bums in seats’ rather than focusing on the difference they could make out in the wider community beyond the church doors. Church is so much more than Sunday worship.

“Those that accepted this also realized that this was not their parents’ or this grandparents’ church. They knew that society had changed, and that they must, too. They began to think outside the box they had worshipped in.

“What do others need? What gifts do we have, and how can we differentiate ourselves? How can we connect with people in meaningful ways? How do we let people know we accept them on their terms? How can we partner up and work with others to make peoples’ lives better?

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Who do we partner up with and work with? What's next? All these thoughts (and many more) indicate that there was acceptance - that just as society had changed, the church must AND should change. For those people and groups there was commitment to do things that had never been considered, much less acted upon before.

“Rather than thinking about what OTHERS must do, they reflected upon what THEY must do instead. How can we take care of others? What can we do that will leave a lasting impact on the lives of people outside our church into the wider community? What if we considered this new thing? What if we did something we have never thought of as church before - but will make a huge impact in the lives of others? Who can we work with on this? What must we keep, and what do we need to be willing to let go of?
IS THIS CHURCH?

“Just by accepting that there may be a different way to do church is a monumental shift in thinking for some, much less making a commitment to act upon any shift in that thinking. Not everyone has the willingness to try out new ways of thinking and doing, but for those who dare to dream? Possibilities are endless.”

Chapter 2 Discussion Questions

Society sees churches as having a very distinct role and purpose.

- What is church?
- Does your group have a distinct role and purpose in society as well?
What is it?

Chapter 2 Reflection Questions

- Now take off your group's "hat". Think about the opportunities out there. What is on the horizon for your group that feels obvious to you?
- Now put your group's "hat" back on. How could you take what you see on the horizon and begin to transform your group of community of faith?
- What gifts and natural talents do you have? How are they appreciated at home, at work, and at your church?
- Is there a gap? Is there a misalignment? Is there a way to realign your gifts with this "blue horizon" thinking?



Congratulations! You've finished Week 1!

What have you learned?

Week 2

Welcome to Week 2! For this week, please read Chapters 3, 4, 5 & 6.

Chapter 3: What's in Social Acquisition?

We're often asked why no one's done something like this before in Canada. Once it was done, it was the most obvious thing in the world. But before it was done, everyone thought it was impossible. People thought it must be illegal. And until it was done and proven out, people were convinced that it hadn't been done before because it shouldn't or couldn't be.

Ironically, the best innovations in the world are the things that, once done, obviously should have been done long ago. Their huge success stems from people being unable to imagine why or how they once lived without them. Some technological examples include:



Pay by credit card on your phone. Why would we force ourselves to carry more things?



Streaming videos so you don't have to have all those DVDs (or VHS tapes) stored all over the house.



Social media & smart phone, which is a whole other debate.

Was it obvious that everyone had brought their own food to the middle of nowhere but were worried about sharing? This is one interpretation of this scripture.

Matthew 15:32-39

In systems change, often the barriers to technological innovation are perceived rather than real barriers (for example, the technology and infrastructure doesn't yet exist). For social acquisitions, removing barriers meant looking at the existing tools and pieces and just putting them back together—differently. We then educated stakeholders who had doubts about working with us, financing us, or believing in our win-win approach.

One of the most common barriers to systems change is a win-lose or “duality approach” to thinking about the process—creating a “yes/no” mindset instead of an attitude of “how can we make this work?” Success for us meant achieving "more impact, faster." To reverse-engineer from that goal, a social acquisition became the clear solution.

Paul partners with a refugee family from the Roman Empire to help them start a tent making venture.

Acts 18:1-3

From the Team: Jeff, Chief Financial Officer

“Operating a social impact venture like Just Like Family is difficult but extremely rewarding. There are many things to consider beyond the bottom line and the goal is to maximize or optimize stakeholder value, which are not just shareholders, but much broader [people] like employees, patients, the community and beyond. It’s a much more difficult task to operate a social impact firm given these various dynamics; however, having robust operations combined with an intentional strategic plan can create long-lasting, positive externalities, making true and effective change in society. The ethos of Just Like Family permeates beyond just running and operating a business but is also core to how Just Like Family looks and values strategic financial partnerships, a key pillar in value creation.

“There are countless examples of meeting with bankers, financiers and strategic partners who claim to be supportive of a social impact firm but gravitate toward a singular view based on financial models focused on revenue, bottom line, and credit worthiness. In many cases, these companies value the financial return over the holistic combined economic and social return that an organization like Just Like Family would provide.

“These organizations fall short of understanding the value proposition of Just Like Family, and it may be multifactorial—they may be set in their traditional ways of thinking, don’t have the right resources to support a different view or approach, lack clarity around the social impact value, or a whole host of other reasons. What is apparent, however, is that the byproduct of these discussions results in a further refinement and

edification of Just Like Family’s priorities and values. It further crystallises what is important to the organization, as it self-selects out partners that are not aligned and highlights Just Like Family as a unique firm that is leading the way in a new investment class category. Furthermore, through these strategic partnership discussions, Just Like Family in many ways acts as a missionary—not only spreading the ‘good word’ of Just Like Family and its value proposition, but also paving the way as a leader in changing other organizations’ approaches, views, and perspectives on social impact companies.”

Chapter 3 Discussion Questions

- What is a broken system?
- What is the system trying to achieve?
- What is the vision of success?
- Can we work backwards from what success should look like to figure out if there is a different pathway to get there? (Example: To reduce violence in communities, it wouldn’t be obvious to reduce police funding and put it into preventative resources)
- In a stakeholder approach, who are the stakeholders that we impact as a community of faith?
- Who is part of our ecosystem? How does the ecosystem work? What parts of that are broken and why? What is our role as a community of faith in the ecosystem?

Chapter 3 Reflection Questions

- How might “duality thinking” limit relationships and conversations that you are having?
- Have you entered a conversation or a relationship thinking that it must be a certain way or the highway?
- How did this way of thinking impact you? How did it impact others?
- How could thinking about the outcome (such as a healthy relationship or conversation) and then reverse-engineering how to get there change things? Would you show up with more curiosity? Would you listen more deeply?

Chapter 4: The Usual Suspects are Not Usual at All!

After finalizing the acquisition, people told us it was impossible to achieve through a normal process. Their point was valid—financing from a financial institution typically takes at least 90 days, assuming everything is in place. The fact that we did this with charities, which usually have longer decision-making processes due to governance, made it seem even more improbable.

It's a good thing we didn't know it was impossible until after we did it! The lesson isn't about doing the impossible, but about seizing opportunities and pushing harder when things got tough. We weren't "lucky" to succeed—we made it possible through hard work, which made us appear "lucky."

Throughout this journey, we often felt we were on the right path, staying open to opportunities and making the most of them. Despite facing what seemed like insurmountable challenges, by applying our talents and hard work, we were able to create our own "luck."

The sower sows everywhere. How can we be “good soil” that by “persevering” - vs 15- produces a full crop?

Acts 18:1-3

From the Team: Carla, CEO

“Whether you think something is possible or impossible, either way you are right.”

Chapter 4 Discussion Questions

- What does “being on a good path” look like in your own context?
- What sometimes stop you from embracing new opportunities?
- Which things sometimes increase your openness to new opportunities?
- In what areas are your opportunities right now?

Chapter 4 Reflection Questions

- Think of a time when you felt like you were really meeting your vision. How did you know? How did it feel?
- What made it feel right? What signs made you feel that you were on the right path?
- Think about that time again and think about your involvement in the outcomes. Did you try harder? How were you more present? Were there other circumstances, efforts, or people that contributed to this path being a good one?
- How would you know in the future that you’re on a good path? How would you respond?

Chapter 5: There is No Such Thing as a Good Deal

The old “buyer beware” adage is clearly based in a win-lose mentality to capitalism.

The types of sellers we examine in this chapter are people who think about themselves, versus people who think about others and the world around them. The exit strategist, the burnt out, the disappointed, the opportunist, and the legacy builder all have something in common: their motivations all have a highly, mostly negative, emotional charge.

Since we wrote this book, another nine transfers of businesses that we supported helped an existing franchisee to sell their business. The emotions involved, and the struggle with fear for both the seller and the buyer, can create a very lose-lose situation.

What happens when we think beyond this binary, “us-versus-them” dynamic? Even in a social acquisition? How could the transactions change to be more relational, and therefore transformative? How could it turn into a good deal for both parties?

Sharing information often allows for a win-win conversation. But that requires trust and a relationship. Communities of faith owning businesses could change even how this transaction works. Could we create more legacy builders? When we sell, could we do it relationally as well by doing co-op conversions, or supporting employee ownership or simply profit-sharing?

This might seem a harsh story, yet we know the deadly consequences of win-lose economics for millions of people around the world.

Acts 4:32-5:11

From the Team: Alana, Operations Manager

“Personally, I think being a part of a company where they advocate for you to wear your heart on your sleeve at every part of your day is the easiest job I've ever had. So why not be a leader that advocates for that?”

“What a beautiful gift! You would get to put people first as a career or company you own and get to be a part of a business where partnerships don't need to have a goal of just profits to show your achievements. Instead, having ingenuity and of thinking outside the box so you can be the agent of change the 10-year-old version of you would be proud of, would reflect more when people rate your company and want to work with you as a partner or employee.”

Love and community are the starting point. This is the way of abundance in all things, business and faith both. Do we have the courage to live this way?

Matthew 6: 25-33 (Seek first the kingdom of God)

Chapter 5 Discussion Questions

- Think about all the organizations that you interact with as a community of faith. Which of these are relational and which of these are transactional? Why?
- For the ones that are relational, have they also been transformative? How have they changed you? How have they changed the other party?

Chapter 5 Reflection Questions

- Do you own a business or know someone who is looking to potentially sell your business?
- How you do this differently?

Chapter 6: Why Pursue a Social Acquisition?

Major innovations often arise from the fringes, where challenges push people to innovate out of necessity. Many communities of faith are familiar with the “community hub” model of Social Enterprise 1.0, a concept used for decades, often in places like townhalls or worship spaces. This model isn’t new, but we should ask: are we simply checking the social enterprise box, or can we go further? Why not consider a social acquisition (Social Enterprise 5.0)?

Starting a social enterprise is tough, with many businesses failing early. However, a social acquisition reduces startup uncertainty by taking over an already successful business. With many Baby Boomers retiring, this is a prime time to explore social acquisitions.

Jubilee and Sabbath are both visions of an alternative economic order. They set out principles to protect us from our obsession with unqualified accumulation. ‘Enough’ is abundance. Wealth is sharing. Life comes to us on the way to someone else. These are not just principles for Sunday morning prayer, they are for our economic choices. The preamble to the United Church theological statement “A Song of Faith”, calls for a new economic order based on these principles. How are we responding to this call?

Leviticus 25:11-18 (The Year of Jubilee);

Exodus 16:4-30 (Manna and Sabbath)

Rev. Rob Dagleish, Founder of EDGE Ministries

“In 2010, I was invited to create a national United Church initiative to reboot church development and growth. The question for most people was, "how do we stop the bleeding" let alone reverse the trend. The church in Canada had been in decline since 1965, and not just the United Church. The purpose, "abundant life for all", was clearly as relevant as ever. The deeper question was, what new embodiment was the church being called into, in order to truly live out that calling in a new social context?

“The Fresh Expressions movement in the UK was demonstrating the vitality of niche spiritual communities focused on a specific mission, which often took the form of a social enterprise. Think of a Café where paying customers contributed a portion towards those who couldn't pay, and hosted conversations and action and even prayer and meditation for justice, or a bread making school that taught not just cooking but the spirituality of bread making, shared their bread with the hungry and offered post cooking counselling for those who wanted it.

“Exciting? For me, all of this prepared the way for the mind-blowing opening. The master franchise became available. Could collaborative partnerships that have helped pave the way to funding scale across Canada and even into the USA? Is this a version of the ‘New Abbey’, a

reincarnation of the social, spiritual centres of life in the British Isles in the Middle Ages? Could it be that the convergence of social movements, spiritual awakening and church transformation take on a form that is not just sustainable, but carries the promise of societal level impact?”

Chapter 6 Discussion Questions

- Why did you pick up this book and agree to have this conversation? When you read this chapter, were you initially thinking about a new revenue stream for your community of faith? Are you drawn to Social Enterprise 1.0?
- Now that you are exposed to other examples that go beyond revenue generation, how is this changing what is possible for you?
- It will not be perfect. When you buy it, it is based on the values and systems that might be different than yours. How would you feel about that?

Chapter 6 Next Steps

- Is social enterprise enough? Why not social acquisition?
- Social acquisition lets communities of faith launch a social enterprise with substantially less risk than beginning as a startup.
- Social acquisition lets communities of faith develop a profitable business that also has a positive impact.



Congratulations! You've finished Week 2!

What have you learned?

Week 3

Welcome to Week 3! For this week, please read Chapters 7, 8, 9, 10, 11, & 12.

Chapter 7: Where Are Charities Invested Today?

What is the point of a charitable investment?

This question has multiple answers:



Charitable investments preserve income so that the entity can continue to distribute proceeds or fund program-related activities, with some level of return.



Charitable investments help entities avoid losing all their reserves and endowments, reducing the risk of investing.



Charitable investments disrupt society using changes and innovation. Impact investors do this by putting their money into program-related investments or concepts in which others aren't interested.

Is it possible, with a diversification strategy, to do more than one of these? Depending on the amount of your investments, it could feasibly be all three!

God gives us the ability to produce wealth. How do we trust in God, not the wealth.

Deuteronomy 8:18

It's important that we invest the gifts entrusted to us to bear fruit.

Matthew 25:14-30 (Parable of the Talents)

From the Team: Susan, Board Member

“I must speak from being a faith-based organization. I think our priority is to provide the best, as stewards of resources that have been entrusted to us. This is one of the ways that it's emphasized. The Christian tradition is that we are led to take care of people in various settings. Just not taking care of people but supporting them to become all that God has created them to be. And I believe that this is one of the ways that we can do that. “Reaching out to people, but not just the people from an organizational standpoint; the foundation of the organization I believe is built on those same principles. When you have an organization that built on those principles, it only helps what the organization does or why the organization exists. To continue to live in those principles. I think that's very important if we look at the world around us and what's happening around us - that level of care and concern is just not present to the masses. As present to those who can afford it, and to those who are elite and wealthy, but not to the masses. And I am of the belief that the same level of our care should be applied across the board to everyone, regardless of where they live, what the economic status is, what they believe. All those things we are called to be caretakers of God's creation and that's inclusive of everybody. And so, I think that's vital and very important to us as we continue to move forward.”

Chapter 7 Discussion Questions

- How do you make investment decisions today? How do your governance and structures prevent or empower this new thinking?
- As accredited investors, what roles and responsibilities do you have? How has your thinking changed about this? What is your moral obligation with our investments?

Chapter 7 Reflection Questions

- Why doesn't direct equity investing by charities happen already?
- Think through your lens of the perceived and real barriers that you see. Reflect upon what this might mean moving forward for you.

Chapter 8: Franchising 101

We're going to look at churches again, because churches are the original social franchises. A missionary's specific job was to spread the word about various beliefs throughout the world. Churches would send a missionary to a different country to build a church building and congregation and then continue to grow both. And today, North America's various Christian denominations are massive-scale social replications of each other. Social franchising plays a generative role in the church's very roots.

Yes, that also requires acknowledging that some terrible things that happened through mission work. Changemakers can know about these things intimately as we think about scaling other models, avoiding some of these terrible mistakes and harm.

We must understand the importance of context, people first, and listening. Not every model works everywhere but these learnings help to ensure that social franchising is done more effectively as we move forward.

Yeast spreads through the whole loaf by replicating itself. How can franchising be a way of spreading "Good News"?

Matthew 13:33 (The Kingdom of God is Like Leaven)

Two are better than one, because they have a good return of their labour. If either of them falls down, one can help the other up. But pity anyone who falls and has no one to help them up. Also, if two lies down together, they will keep warm. But how can one keep warm alone? Though one may be overpowered, two can defend themselves. A cord of three strands is not quickly broken.

Ecclesiastes 4:9-12

From the Team: Sarah, Chief Operating Officer

“Charities owning the business really inspires me, because I believe that that is one of the major ways we do business differently. And I believe that the charity model is shifting with new generations. I don’t think our younger generations are taught to think it’s part of their everyday life.

“And so, how do we keep the charities running in the future? I love that the charities have a hand-up rather than a hand-out in the business. And so, if we do have a business that is run by not-for-profits, but as investors, the dividends go to those charities and then that immediately goes back into the community and is a full life cycle. What is very exciting to me is that we are not paying for yachts or some mansion on an island. And that this is a different way to contribute to the different areas of our community through the not-for-profit, while they are earning money through the home care.”

Chapter 8 Discussion Questions

- Much harm can be done in replicating without discernment and listening. How can we prevent harm?
- What amazing strengths do communities of faith bring to social franchising?

Chapter 8 Reflection Questions

- How do we navigate power structures in franchising?
- How are we ensuring that we are relational rather than transactional?

Chapter 9: Edge of the Rabbit Hole

As you read this chapter, ask yourself:

What are the different hats you wear in different scenarios?

How do you adapt your communication style as you work with others?

How can you show up as being curious rather than coming with the answers?

Being courageous and remaining curious are amazing traits to have in a changing world as we figure out how to be changemakers in the 21st century.

Just Like Family's first 60 days were mostly about active listening—real and deep listening. And as a consultant, when you ask a lot of questions, you recognize that the people to whom you are speaking already have the answers. They are literally telling you the next steps.

What would social entrepreneurship look like if we did this?

Behold, I am doing a new thing; now it springs forth, do you not perceive it? I will make a way in the wilderness and rivers in the desert.

Isaiah 43:9

The disciples are asked to go without reserves of money or even clothing, but enter deeply into the communities they enter, even to share at their tables, to eat what they eat. How can leaving our comfortable ways open us to know our neighbors more intimately and receive from them as well as share with them?

Isaiah 43:9

From the Team: Carla, CEO

“It was such a strange moment to wait and introduce myself after five people spoke before me about how great I was. Having worked in nonprofit and charities for the last decade as a business coach, it wasn’t a natural thing to own the room. I was the person who told the main decision-maker, founder, owner, executive director what to do and then had to persuade them. I usually had the answers to questions on behalf of my clients, but I wouldn’t butt in with them. Now, everyone was turning to me. Really for the first two months, every meeting, every question, every Zoom call was focused on me. Not in a nerve-wracking way. But about authoritative power, rather than the persuasive influence that I was used to.

The odd thing was that I was never nervous about meeting everyone. I probably should have been as I had no home care, healthcare, or franchise expertise. But as a business consultant I had been put into situations needing immediate results in less time and knowing less about the situation.”

Chapter 9 Discussion Questions

- How do you ask the neighbourhood questions? How do you ask your partners questions?
- How do you become and remain curious? What does that look like?

Chapter 9 Reflection Questions

- Can you see yourself in a position of coming into a situation where you have almost nothing?
- What are your strengths? How do you lean into your own strengths and remain calm?
- How do you build trust?

Chapter 10: The Sum is Greater Than Its Parts

We learned quickly that there is only so much that we can prepare for or know about before we actually start something. Given this fact, it's crucial to do experiments rather than get stuck in analysis-paralysis. We often learn a lot more from doing.

For every single expected impact, we experienced at least one that was unexpected. We started to see that the things that we were seeding could grow to be so much more!

Hebrews 11 is a testament to the many people of faith in the bible who acted in faith while not yet able to see, so that others could believe. How will God bless our stepping out in faith?

Hebrews 11 ("Faith is...Assurance of Things Unseen")

From the Team: Eloise, National Business Coach

"I remember when Carla first reached out to me to discuss the possible acquisition of a home care franchise. Going through the challenge of caring for aging parents, I was only too aware of how important finding good support is. I knew there were various home care organizations out there, some national and many that are regional, some for-profit and some not-for-profit, but there was no consistency in terms of offerings or their

values. I was curious to learn more about Just Like Family (JLF) and how exactly it was going to change the home care landscape.

“From the start, JLF worked with charities to participate as shareholders in the company. This indicated that the company was focused on similar values of compassion, caring and empathy. I appreciated that charities wanted to invest in JLF because they also believed in the model of JLF and what [a] difference it is and can make in providing home care services. The alignment between the company and its investing shareholders is so important to ensure current and future decisions remain focused on its shared core values. And what a breakthrough for these organizations, to invest directly in a company they believe in, versus putting their monies in funds and other investments where they don’t know exactly how they are being used.

“Secondly, JLF as a franchisor has a different way of attracting new franchise partners. Right from the beginning of the discovery process, understanding what is important to the potential franchise partner and what their goals are is uncovered to ensure alignment to the company’s values and vision. Wanting to make a difference and providing a holistic approach to home care is the foundation of what JLF is about, and it is important for each of its franchise partners to share in that common goal. And when this is done well, success is achieved, but not just success measured by the bottom line; also success in making a difference in each

community where JLF has a presence, including providing sustainable work for caregivers in a company that really cares not only about its clients but also its staff.

“In addition, the JLF way extends beyond its clients and caregivers and goes out to the community, where partnerships and relationships with organizations are developed who also share similar values of compassion, caring and empathy for not only the aging but all who require home care.

“As the national business coach working with the home office team and the franchise partners individually, I am privileged to help build the bridges between today and tomorrow - starting with pushing through preconceived barriers around what a company can do, the difference it can make, and how success can be measured, to providing training and support to map out a plan focused on increasing each franchise partner’s success. Always respecting the importance of getting out into the communities, attracting and retaining clients [and] caregivers, and developing partnerships with organizations who appreciate working with a company that truly cares about people and making a difference.”

Chapter 10 Discussion Questions

- Think about an experiment or program that your group has rolled out that had unexpected outcomes. What were those outcomes?
- How many ideas have not made it past analysis? Why?
- What if you considered these things learnings rather than failures?

Chapter 10 Reflection Questions

- Why do you not try things sometimes?
- Are you worried about being considered a failure?



Congratulations! You've finished Week 3!

What have you learned?

Week 4

Welcome to Week Four! For this week, please read Chapters 11-15

Chapter 11: The First 90 Days

Servant leadership is a critical part of a values-based, people-first business. This involves humility and quite a bit of humble pie. In any small business the leader is the jack of all trades, responsible for both cleaning the toilet and being the CEO. This is also a part of the work of overseeing a social acquisition or launching a social enterprise. Grit is a huge part of the job.

A community of faith's amazing volunteers are one of its most amazing assets, and not just the volunteers who show up once and maybe act as an emcee and leave (although the many who do that are also great!) The great thing about volunteers in a community of faith is that they sign up for time-consuming, manual, work like clean-up, set up, and dishes, and continue to do so for years. What a demonstration of humility and humble pie!

Reminder: you can never do it perfectly. Perfection doesn't exist in leadership; it is constantly changing and evolving. The people around you will bring learning from their new experiences, as will you. Thinking about perfection will just stall things out. The importance of offering grace to each other and to ourselves were among the most important things we learned.

Matthew talks about Christian model of leadership.

Matthew 5:25-28, Mark 9:35-37 (Servant Leadership)

The benefits of humility

Proverbs 22:4

A reflection on greatness

Luke 9:46-48

From the Team: Carla, CEO

“Picking up the phone was critical. No matter who it was, what they were concerned about, or when it was, I always picked up the phone. In fact, in the first six months, the 1-800 number only went to me 24/7. I received customer inquiries, caregiver inquiries, complaints, and everything under the sun. This was about trust-building and accountability. I wasn’t going to ask someone to do something that I wasn’t willing to do myself.”

From the Team: Carla, CEO

“We almost did it perfectly! I remember seeing head nods at the Family Meeting and qualifying questions rather than anyone disagreeing. Then, the day after the Family Meeting, one of the franchise partners called. I remember her saying to me, ‘This is your vision, not my vision. I just need to understand your vision for this.’

“My response: ‘This isn’t my vision. This is our vision. Do you believe in the vision that you just heard?’”

“Not surprisingly she said, ‘Well yes, but maybe you should have spoken to people about it.’ Just another gentle reminder that there is no such thing as over-communicating.”

Chapter II Discussion Questions

- What does humility look like in servant leadership of a community of faith?
- What does grit look like in servant leadership of a community of faith?
- What’s the best way to foster and nurture these values to do the work?
Where is this already showing up?
- Are you giving yourselves grace?

Chapter II Reflection Questions

- How do you volunteer and share your own gifts?
- Have you undervalued your own contribution because it isn’t in the spotlight? All gifts are important.

Chapter 12: If It Was Easy, Everyone Would Do It

Innovation is great! But we must also remember that sometimes it can feel like too much, too quickly.

Hindsight is 20/20. So, although we learned a ton through the acquisition of the second business, it might have been too much, too quickly. We learned significantly more than we would have otherwise, much more quickly than we would have, and in the end Just Like Family Home Care is a much stronger business because we bought back one of our franchise locations. But it took months to get to a place where the team could see that.

The second acquisition brought more mountains to climb. Each time we summit a mountain, our legs get stronger, and the climb up the next mountain range on the horizon is easier. We are creating resilience and exercising muscles.

Success breeds success. And we are now ready for the next thing.

Challenges are opportunity to grow character, hope and perseverance.

Romans 5:3-5 - "We know that suffering produces perseverance..."

A reminder that patience and passion are balanced in the practice of prayer.

Romans 8:24b-27 “But if we hope for what we do not yet have, we wait for it patiently.”

From the Team: Carla, CEO

“Running a telemarketing company in my late twenties taught me many lessons, but one of the most important lessons is that as a business you need to pick up your phone and at least listen to business opportunities.

Although everything in my body panicked at the idea of buying a second business four months after buying the first, it was important to stay open-minded and at least investigate it.”

Chapter 12 Discussion Questions

- What is thinking inside the box? Why would you do something or investigate an idea?
- What is thinking outside of the box? What wouldn't you do this or investigate this?
- What if there was no box? What would success look like, and how do you work backwards to what you should be doing today?

Chapter 12 Reflection Questions

- Where are our own limits for change? When is it healthy and when is it “too much”?
- On the flip side, is there a “too little”?

Chapter 13: Culture Eats Strategy

From the Team: Susan, Board Member

“I’m excited. The whole process has been just wonderful. Being able to see what is good and starting at the foundation. I always talk about people having a solid foundation and then you can build, but you always have to make sure it is tied back to the foundation. If you get a piece of the foundation but not the whole, this takes something from the foundation they build on that. But what I see happening in our organization is that the whole principle of the foundation goes with every level that we build, and so there’s nothing lacking on any level or any branch or any outreach that we do. And to me, that’s extremely important.”

“Where there is no vision the people perish” (KJV) - Claiming and living a vision is expressed through culture (normative behaviors, value and practices). It is the lifeblood of Christian community. What do our behaviours, values and practices say about our faith?

Proverbs 29:18

“Do not conform to the pattern of this world but be transformed by renewing of your mind.” - Romans 11 and 12 reflect on the counter-cultural nature of Christian Faith. It does not take lightly the challenges of changing culture but turns the follower toward faith in God as the source and power of transformation.

Romans 12:2

Chapter 13 Discussion Questions

- What is your vision? What is your mission? Are these obvious to the world? How?
- What are your values? Are they obvious to the world? How?
- What are the rituals and practices that show the world who you are and what you value?
- How tangible is your culture?

Chapter 13 Reflection Questions

- How do you feel the culture of your community of faith impacts you?
- What is something about that culture to which you respond?
- What is your responsibility for growing this or changing this?

Chapter 14: Change Management Life Hacks

Everyone dislikes change.

It never ceases to surprise us how bad behaviour and even sabotage shows up when change is being asked for. It is almost a knee-jerk reaction every single time, often from the naysayer who is only 1-2% of the decision-making team (but always seems to be the loudest.)

And the sabotage usually comes from the people closest to us or ones from whom we didn't see it coming, which makes it even harder to handle. They probably don't even see what they are doing as sabotage!

This can show up in any community and is a natural thing for which you need to be prepared.

From the Team: Alana, Operations Manager

“You don't need your MBA to make a difference. You need your heart on your sleeve and your community. You need to talk to people and tell your story. You don't make people's dreams come true by staying inside the box of what is expected. You make people's dreams come true by going outside of the box and not waiting for people to give you permission to do it. You impress people by going outside of the box and challenging the norm; when in your life have you liked 'yes men'?”

Jesus' seemingly radical command turns out to be practical advice for change-makers. How can we live out this command in practical ways as we seek change in our community of faith?

Matthew 5:43-44 (Love Your Enemies)

Chapter 14 Discussion Questions

- What change is happening or has happened in your community of faith?
- Which change management life hacks resonate with you?
- Where are the places for improvement or experimentation?

“When I am weak, then I am strong” - Paul's confidence in God's grace makes him unafraid of resistance or challenge. How can our trust in God's grace free us to fully live into change?

2 Corinthians 12:9-10

Chapter 14 Reflection Questions

- Many change management life hacks are tied to values and leadership skills.
- Where in this area do you feel confident?
- Where do you feel tentative or uncomfortable?
- Where can you lean in?

Chapter 15: The First 12 Months

Taking a leap into the unknown is like beginning of strengthening a muscle—we only get better and more confident as we do it. The same applies to experimentation—practice makes perfect.

This book tells only 1/3 of the story of the ups and downs that we experienced in our social acquisition journey. But it only tells 1/3 of the learnings (also called failures) from which we grew.

What if it was a regular practice to make a leap into the unknown? How would it affect your community's impact on the world?

God works for good in all things. How can we be open to God's working for good in our failures.

Roman 8:28

“Blessed are those who have not seen and yet believe.” - Thomas wants proof, but over and over in scripture God is faithful to those who take a leap of faith. What is God inviting us to risk in faith?

John 20:26-29

From the Team: Carla, CEO

“What was the biggest mistake that we made? I wish that there was just one and I wish I could figure out which was the biggest! I think that the most important thing is that we started getting used to making mistakes and being resilient enough to move forward even when things felt impossible. Whenever something went wrong or we hit a new roadblock, we stopped panicking. The first three months I remember thinking that everything was a reason to panic. But a year later, we now just see the next roadblock and think, ‘That’s it?’”

Chapter 15 Discussion Questions

- What would it look like to celebrate failures?
- What would it look like to normalize experiments?
- What might be possible with this new lens?

Chapter 15 Reflection Questions

- Imagine that you have been part of this journey with us. How would you feel now? How might you be looking at future opportunities? How might you dream differently?
- How could you embody that today?



Congratulations! You've finished Week 4!

What have you learned?

Resources and Conclusion

Now that you've read "Win-Win Capitalism" and done this book study, use these resources to continue your learning journey.

Week One Resources

- [5 Critical Steps in the Change Management Process](#)
- [6 Ways to Create a Culture of Innovation in Your Church](#)
- [Abundance Mindset: Leading from a Place of Possibility](#)
- [Don't Let Fear Hold You Back – Use It to Push You Forward](#)
- [What is a SWOT Analysis?](#)

Week Two Resources

- [A Beginner's Guide to Systems Change](#)
- [Social Acquisitions Primer](#)
- [What is Social Enterprise?](#)
- [Are You a Transactional or a Relational Entrepreneur?](#)

Week Three Resources

- [10 Tips for Effective Communication in the Workplace](#)
- [Breaking Free from Analysis Paralysis: Strategies for Decision-Making](#)
- [How to Overcome a Fear of Failure](#)
- [What is Active Listening and How Can You Improve This Key Skill?](#)

Week Four Resources

- [10 Tips for Effective Change Management That Put Your Team First](#)
- [5 Change Management Hacks to Drive Nonprofit Growth](#)
- [Leading Change? Expect the Saboteur to Show Up](#)
- [10 Reasons Why People Resist Change](#)

Conclusion

We hope that you've enjoyed "Win-Win Capitalism" and this companion study, and that you've learned a lot to take back to your community of faith!

Please [visit our website](#) and contact us if you have any questions, or if we can support you or someone in your family. We love what we do and would be happy to help any way that we can!

