

Note: This is the first chapter of *Well Done: Twelve Biblical Principles for Leaders to Grow Their Business with Kingdom Impact* by Ken Gosnell, edited by Ken Walker. Released January 12, 2021 by Morgan James Publishing.

Chapter 1

Take The Second Step

Too Many Companies Expect Second Mile Results While Only Providing First Mile Effort.

“If anyone forces you to go one mile, go with them two miles.”

--Matthew 5:41

Well Done are the words that drive any faith driven business leader to strive for excellence in building their business and ordering their life. Although Well Done has a noble connotation to it, many business leaders including myself have a difficult time describing and defining what Well Done looks like in the life a business that is led by a person of faith. In this book, I will attempt to describe and practically apply the twelve biblical business principles that can help any leader who desires to grow their business and Kingdom impact know how to hear the words Well Done at the end of their journey. Life is too short and business is too difficult to labor and work all of life and not hear the words Well Done. Now, let's start on the journey by examining the first principle: take the second step.

Driven by a Chick-fil-A lately and seen cars lined up out into the street, even when it's well past lunch hour? Or have you seen the crowds at a mall outlet spilling into the hallway? It's almost like a license to print money. Calling the chicken chain “popular” is like saying California surfers enjoy ocean waves. Only three of the fifty states in the US don't have a Chick-fil-A, which in 2019 was forecast to soon bypass Wendy's, Burger King, and Taco Bell en route to becoming the nation's third-largest fast-food chain.

Back in 2008, then COO (and now CEO and president) Dan Cathy outlined the secret of their business success, one grounded in Matthew 5:41: “If anyone forces you to go one mile, go with them two miles.”

In an interview with *The Christian Post*, the son of founder S. Truett Cathy said, “We make sure the first mile is taken care of, and then we go beyond that to the second mile. We provide hostesses, carry trays if necessary, (and) have table tray liners. We've even gone so far as to change a tire for someone.”

Is it any wonder, since that interview, Chick-fil-A has tripled in size to more than 2,200 locations? Or that it fields more than 20,000 franchisee applications annually while accepting fewer than one-half of 1 percent? That it makes more money per restaurant than any other fast-food chain? And is so popular that even malls requiring stores to be open on Sunday will waive

that rule because they want all the customer traffic they know a Chick-fil-A will bring to their food court? This compelling success story is a real-life example of the maxim: “Take the second step.”

Always Go A Little Further

Those five words contain power and a secret that successful business leaders and companies have been practicing for two thousand years. Companies that wish to differentiate themselves from their competitors will always go a little further, like Chick-fil-A, with customer service. Or how they treat their staff, like The Container Store, which offers first-year employees 200 hours of training, compared to an industry average of eight. Or how they build their products to last, like Buck Knives, which offers a lifetime guarantee that each knife will be free of defects in material and workmanship. They might pay attention to the small details to enhance experiences like they do at Disneyland, where employees never point with one finger or never tell a guest: “I don’t know.” However they apply it, these companies have learned the art of going a little further or as I call it, taking the next step.

Going a little further is not just a good idea; the “Second-Mile Mentality” is a biblical business principle; one proven effective in growing successful businesses. Business leaders seeking to embrace God’s pattern for their business will help their organization develop this mindset by building a strong team culture and encouraging their people to “always go a little further.”

As mentioned in the earlier story about Chick-fil-A, this principle comes from Matthew 5:41, where Jesus taught the wisdom of taking the second step. The truth underlying it: it is wise and beneficial to do more than is expected or anticipated.

S. Truett Cathy built Chick-fil-A with this attitude. In his memoir, *Eat Mor’ Chikin*, he wrote about how—while delivering newspapers as a teen—he tried not to lose a single customer by treating each like they were the most important person in the world. He delivered each paper as if it were destined for the governor’s mansion. “That’s an image that still works to improve customer service,” Cathy said. “If you were working in a restaurant and suddenly the President of the United States showed up, your voice and facial expressions would change. . . . If we’re willing to do that for the President, why not treat every customer that well?”

Pull Quote: “He delivered each paper as if it were destined for the governor’s mansion.”

Biblical Business Principle #1: Take The Second Step

“If anyone forces you to go one mile, go with them two miles.”

Matthew 5:41

**Practice a Second-Mile Mentality. Do more than anticipated and expected.
Find Second Step Solutions. Pay attention to the little things that others don’t.
Be different by serving. Give Second Step Surprises.**

Jesus teaches the “Second Step” principle as a way of life. He wants His disciples to think and act differently than the world. He shows his followers a model designed to help them to separate themselves from the culture, in order to help others see Him and understand His message more clearly. In business, servant-led companies also need to separate themselves from their competition. Excellent companies exhibit these differentiating factors so others can find them more quickly and understand their products or services more clearly.

How the “Second Step” Separates You From the Crowd

The second step perspective works in life and business. Leaders who wish to one day hear the words, “Well Done” will embrace why Jesus taught this principle. They will think of strategic ways to apply it their business as they teach it to their people.

1. The Second Step Employs a Double Blessing

One reason this behavior is important for Well Done CEOs is because it blesses those who receive it. When Jesus talks about going the second mile, He is challenging His followers to do twice as much as is asked or expected of them. A person cannot follow this advice without blessing the person who receives it. In the Kingdom, God blesses His followers beyond measure. So doing twice as much as people expect will amaze them.

CEO Experience member Tom Boyer leads a company called IR.Tools™, an infrared technology company that produces patches, targets, and vehicle IDs for the military and police units around the world. Tom added the second step concept to the company’s core values, which include “To Be A Blessing” to everyone they serve. One creative way they do this is through shipping and delivery. In each of the company’s shipments, they add a box of Girl Scout cookies. This seemingly simple act acts as a double blessing. They bless the purchasers of their materials while blessing local Girl Scout troops by buying cookies to support their cause.

Well Done CEOs can find many ways to take the second step in their business if they look for them. It is not just good for business; it is mandatory for leaders looking to make an impact for God’s Kingdom.

Pull Quote: The second step is not only good for business but is mandatory for the leader who looks to make an impact for God’s kingdom.

2. The Second Step Empowers the Giver

When Jesus made His bold and outrageous statement, He was talking to slaves and people who had been forced to go the first mile. Don’t miss this point! The listener had no options for the first mile; it was mandated. Jesus understood that by going the second mile voluntarily, He was helping the one who was a slave to become free. The second mile (or second step) lay in the power of the walker. Though not required to do it, they could choose to walk the extra mile—an empowering choice. When Well Done leaders lead their teams to do more than expected, it

empowers employees to better understand their power to make decisions. This act of teaching the second step will help employees and every team member to think more like an owner of their area and department. The second step will help employees develop an ownership mentality. The second step is one of the most empowering steps any person can take to better their life and to enhance their work.

Pull Quote: The second step is one of the most empowering steps any person can take to better their life.

3. The Second Step Excels Over Those that Stand Still

Many people and businesses are content to stand still; they believe what they are doing presently is “good enough.” But good enough is never enough in business. God does not call His people to a minimum effort. He calls the believer to do things with excellence. Businesses that strive for this kind of excellence will always out-compete the business that just does enough. The employee who does more than asked will always be promoted before the employee who only does what is asked. The leader who goes above and beyond the expected will always attract more followers than one who does the ordinary. The second step person and organization will always outshine and beat the person or organization who stands still.

Pull Quote: The second step person always will beat the person who stands still.

4. The Second Step Exalts Values over Demands

An integral part of why Jesus gives such a declaration to His followers is He wants those who come into contact with His people to notice the difference. Taking the second step shows the higher calling and deeper values that a Well Done person exhibits. Kingdom impact is more likely to happen when someone is served in such a way that they ask, “Why?” The soldier who encountered a second mile person would feel compelled to ask the one carrying the bag why they would do so. In fact, in Jesus’s era, they had the opportunity to walk that extra mile as they discussed the matter. Many businesses today are missing opportunities to take a second step with people. The next step provides the biggest opportunities to make an impact on recipients and for the Kingdom of heaven.

5. The Second Step Expands Kingdom and Business Opportunities

The extra mile provides opportunities that will never be discovered otherwise. When people go further than expected, they discover new insights and see new horizons. Taking the extra step or going an extra mile provides extra opportunities to improve business and expand existing offerings. Great companies go to great lengths to find opportunities to grow. The best place to find new opportunities is in expanding current opportunities. This can come in the form of expanding lines with current customers, improving existing products, or investing in current employees. Some of the best opportunities you have in your business are at your disposal through your current projects and people.

While all companies would be wise to cultivate a second mile mentality, the great ones are those

that embrace it. They learn the art of taking the second step, even in the way they design their business. Too many companies expect second-mile results without giving second-mile service. The “second step” can often make the difference between success and failure.

Business leaders who lead their companies in developing a second-step mentality will realize real results, as shown by Chick-fil-A’s growth and profitability. Other results may come in the form of customer satisfaction, word-of-mouth referrals to other potential customers, or in a compliment about an employee who did more than expected after recognizing a customer issue they could resolve. A second-step mentality provides a good return on investment.

How To Develop a Second-Step Mentality

Develop An Attitude of Always Doing More Than Anticipated and Expected

No one is inspired to go the second mile unless they have been challenged to do so. Leaders must challenge themselves and those that follow them to have an attitude of always doing more than anticipated and expected. Businesses that practice this art provide the best customer experiences—the surprising or unexpected experiences.

Companies that love their customers create new ways to improve service. Author Tommy Newberry notes the wisdom of continually asking yourself how to increase your service and contribution: “Ask, ‘How can I triple my value to my boss, to my clients, to the marketplace, to my family?’ Write it down. No one can do the minimum and reach the maximum.” The business that seeks to provide more value to those that they serve will become more valuable.

Pull Quote: The Business that seeks to provide more value to those that they serve will become more valuable.

When a company creates more value for their customers, their customers generate more value for the company. As legendary Dallas Cowboys quarterback and Hall of Famer Roger Staubach once quipped, “There are no traffic jams along the extra mile.” Indeed, businesses and business leaders that choose to take the second step will find many rewards and benefits. Magic Kingdom legend Walt Disney instilled this idea into the creation of Disneyland. “That’s just the point,” Disney said. “We should do the parade precisely because no one’s expecting it. Our goal at Disneyland is to always give the people more than they expect. As long as we keep surprising them, they’ll keep coming back. But if they stop coming, it’ll cost us ten times that much to get them to come back.”

When leaders and companies commit to doing more than anticipated or expected, they build a business made to last. Second step leaders think longer and see further than those who focus strictly on today because they act today with a thought about tomorrow.

Pull Quote: “Second mile leaders act today with a thought on tomorrow.”

Find and Develop Second-Mile Solutions

To go a little further means to develop a second-step mentality, which inspires team members to find solutions that please the customer and serve the business' best interest. Customer service is really customer creativity. The secret of a successful business is freeing employees to resolve the problems customers face. Management experts Chris DeRose and Noel Tichy—coauthors of the book, *Judgment on the Front Line: How Smart Companies Win by Trusting Their People*—emphasize the importance of empowering all employees to become problem solvers: “Frontline workers not only see service breakdowns but also opportunities for serving customers in entirely new ways. Teaching frontline leaders the basics of designing simple experiments enables organizations to test many more ideas than could ever be orchestrated centrally.”

A second-step mentality is the best way to serve your customers and create opportunities to create moments of kingdom impact. Those who find creative solutions for their customers cause customers to notice the distinct difference about their company compared to other companies that don't seem to care. These innovative solutions solve problems, inspire customer loyalty, and become referral stories customers want to share with others. Noted management consultant and author Peter Drucker once said: “The purpose of business is to create a customer,” while marketing and digital executive Shiv Singh observes: “The purpose of business is to create a customer who creates customers.” For Well Done leaders, the purpose of business is to create customers that they can serve and impact for the Kingdom of God.

It has often been said in business that businesses do not exist until they create customers. However, the businesses that succeed will be those that create a solution for customers to share with other customers. The company or organization that becomes a master at problem-solving by finding new solutions will become a leader in its field. It will be recognized as “top of class” in every industry.

Pull Quote: The purpose of business is to create a solution for customers to share with other customers.

Second step solutions are the best tool for finding solutions for customers. A second step mentality is not satisfied with just giving a customer a good experience. Instead, finding unexpected solutions for customers that leave the customer amazed and surprised drives these organizations. In other words, first rate companies find second mile solutions.

When a customer encounters a problem, a business has an opportunity to create a meaningful customer experience by paying attention to the little details others miss. An essential step to building customer relationships will happen when people in the organization practice listening to customer's real needs. Too many businesses have stopped listening to customers. Those with empathy seek to understand their customer's problems and then walk alongside them to find creative solutions.

Pull Quote: First rate companies find second mile solutions.

Solutions begin once companies empower their employees to help customers find them. Many businesses make a critical error in dealing with customers at this juncture. While many develop

policies and procedures to solve customers' problems, they often don't work in real life. This is because most customers are not satisfied with a standard solution; they want a specific, tailor-made answer. Great companies empower their employees to find solutions. Going the second step will produce more customers while developing new products and processes.

Pay Attention to the Little Things Others Don't

Customer satisfaction begins once companies employ entrepreneurial thinking—out-of-the-box solutions. This process includes helping employees think like owners, finding creative ways to leave the customer not only satisfied, but amazed the company actually cares. In their book, *Satisfaction: How Every Great Company Listens to the Voice of the Customer*, J.D. Power and Associates executives Chris Denove and James D. Power IV write: “Every day your customers provide a steady stream of anecdotal feedback; all you need to do is learn to stop and listen. Warranty records, letters of gratitude, and even a screaming tirade to a service rep are all pieces of the puzzle. The better able you are to collect, synthesize, and mine all of these disparate inputs, the better you will understand your customer.”

Pull Quote: “Every day your customer provides a steady stream of anecdotal feedback; all you need to do is learn to stop and listen.” — Chris Denove and James D. Power IV

Second step satisfaction should be every Christian business' goal. Meeting customer expectations produces customer satisfaction. Every customer brings expectations, whether delivery of a product order or a certain level of functionality from the product. Wise companies and organizations consider what expectations will bring someone into their store or website:

Quadrant 2 - Second Step
Reliability of product or
service delivery. Customers
expect a specific delivery time
when purchasing or ordering;
when this fails to meet their
expectations, problems occur.

Quadrant 1 - Second Step
Reception in the purchasing of
products. Excellent customer
service happens beforehand.
Good customer service starts
at the door or the portal page,
not the cash register or order
click.

An essential step to creating second-step satisfaction is to understand what your customers expect and then surpass those expectations.

Quadrant 3 - Second Step
Reusability of products and
service. Customers expect a
product or service to include
certain benefits and reliability.
If experience fails to align
with expectations, it also
produces problems.

Quadrant 4 - Second Step
Response to Customer Issues
and Concerns. Customer
service starts with listening to
the customer to understand
the issues the customer is
having and what the customer
needs to help resolve those
issues.

Be Different By Serving

Amid often-impersonal technology advancements, companies must not miss the most critical ingredient to business success: friendliness. In a hyperspeed-paced world, friendliness stands out and helps a company develop the art of the second-mile surprise. In today's technological age, many customers no longer expect the personal touch, often since too many businesses sacrifice friendliness for efficiency—a fundamental error that can sabotage a business. Successful companies learn how to be friendly while still striving for efficiency. They never sacrifice the personal touch and the power of human relationships.

Being different by serving is a mark of a second-step mentality. One example is online shoe retailer Zappos, whose customer service is legendary and can teach all businesses about the dangers of red tape. In a story on the website of the help desk software company, Help Scout, executive Gregory Ciotti wrote about a customer shopping for shoes for her elderly mother, whose medical condition caused very sensitive feet; hard-soled shoes often left her in pain. So the customer bought six pairs from Zappos; after trying them, her mother found only two she wears for long periods of time.

When it was time for her mother to return the other four pairs, she called Zappos. That's when her mother discovered the Zappos employee related to her plight because the employee's father had suffered from similar foot problems because of diabetes. The employee ended the conversation by saying that she would pray for the woman to feel better, but the story doesn't end there: "My mom called me to relay the news, and I could hear the smile on her face from 600 miles away. She said that the lovely Zappos person had sent her an enormous bouquet of lilies and roses to let her know she was thinking of her. My sister emailed the company to thank Zappos for taking such good care of my Mom. Two days later, my mom, sister, and I were contacted and told we are now 'Zappos VIP Members,' which entitles us to free expedited shipping on all our orders. My sister vows to buy every pair of shoes, from now on, from Zappos."

This story illustrates the business model Zappos CEO Tony Hsieh writes about in *Delivering Happiness: A Path to Profits, Passion, and Purpose*. In the book, he explains how the first core value of Zappos is to deliver WOW through great service: "Wow is such a short, simple word, but it really encompasses a lot of things. To WOW, you must differentiate yourself, which means to be a little unconventional and innovative. You must do something that's above and beyond what's expected."

Like Zappos, great businesses listen to their customers. They genuinely care about their customers and want to solve their problems. From their perspective, customers want to be heard—and understood. Sometimes all customers really want is to have someone listen to their issues and care about the situation. Companies that care about their customers will always have customers to care for.

Pull Quote: Companies that care about their customers will always have customers to care for.

Digital marketing and social media whiz Gary Vaynerchuk writes about the power of connecting with the customer in his book, *The Thank You Economy*: “What if you were able to build a relationship, make a connection, tilt the person’s emotions toward you, and capture 30, 60, or even 100 percent of what he or she spends? Your small customer would become a lot bigger. That’s why you have to take every customer seriously. This is a basic business principle that has been talked about and written about a great deal, and some companies take it seriously. . . . Valuing every single customer is mandatory in the Thank You Economy.”

Companies that have a kingdom impact focus will pivot from finding customers to making friends. Friendship places a high premium on wanting your customers to like your company and employees with whom they interact consistently. Friendship does not mean that you can produce a weak product or have poor customer service. Friendliness in business contributes a significant role in the loyalty and longevity of customer relationships. Companies must understand that, knowingly or not, while customers are buying a service, they are also seeking a relationship.

Give Second Step Surprises

Companies that create an impact will give extras to their customers, both internal and external, to help to make a memorable experience. Jesus was a master of giving second step surprises. He told Zaccheus that he wanted to come to his house. He told Peter to walk on water. He encouraged Thomas to put his fingers into the holes in his hands. Jesus consistently found ways to surprise the people who walked with him and around him.

Focusing on the customer experience can be difficult for any business. Businesses can spend years developing goodwill toward customers, all to have one bad experience wipe it all out. That’s why great companies learn how to surprise and delight their customers by practicing the art of the second-mile surprise.

In today’s evolving economy, the second step principle will make the difference between good customer experiences and memorable ones. I experienced this recently after my father died and my mother decided to visit me on the East Coast after his funeral. I attribute much of my success to my mother. I believe that the example she modeled enabled me to learn the benefits of hard work and entrepreneurship. I grew up in the Midwest with a diligent and hardworking mother, the youngest of the four sons. Although life was not always easy, I learned many leadership lessons from my mother as she worked, led the path at home, and raised us. I decided that her first flight should be on Southwest because of their friendliness. I thought that it was a fantastic example that my mother was seventy-five years old at the time, and decided to do something she had never done before, take her first flight. Although I purchased her a ticket on a Southwest Airlines flight to Baltimore, she insisted she would only fly if I came to St. Louis to travel with her back to my home area. As the flight time approached, she grew more and more nervous.

A Second Step Case Study

I made sure to get her to the airport early so I could show her around—three hours ahead of time. When I took her up the check-in counter, the agents behind the counter noticed me explaining everything to her. One asked politely, “Do you work for Southwest?” I replied, “No, this is my

mother's first flight, and I was explaining how everything works." At that, the agent went into action. She said, "Wow, your first flight. That is wonderful." She then asked my mother's age and why she was traveling. After the explanation, the agent said, "Wait here. We have a special gift and prize for you." When she returned from the back, she handed my mother a funny-looking hat and said, "This is just for you; you must wear it onto the plane."

Customer Service Can be Fun

When Mom and others around her saw the blow-up Southwestern balloon hat, everyone burst into laughter; many people remarked: "That's fantastic." Though a simple gesture, it communicated a vital message: We care. They cared about my mother's nervousness, so they tried to introduce a little laughter into a stressful situation.

Customer Service Always Means Going the Second Mile

While my mother felt a lot better after her experience at the counter, Southwest was just getting started. A few hours later when we boarded, the flight attendant at the front of the plane noticed that my mother was carrying the Southwest balloon hat. As my mother boarded, the flight attendant asked my mother where she got such a unique gift. My mother quickly explained what happened.

The flight attendant didn't just express excitement for my mother; she showed it. After Mom took her seat and the plane was fully boarded, the flight attendant found my mother and brought her a special certificate for her first flight, along with a thank-you card, a luggage tag, and a giant bag full of individual packets of peanuts. The last item touched my mother's heart: Dad's favorite food was peanuts. All together, these items were probably worth less than five dollars, but they created a valuable, memorable moment for my mother and other passengers.

Don't Forget the Final Touch

My mother had an enjoyable flight, but Southwest wasn't done yet. As the plane taxied to the gate, the flight attendant began speaking over the intercom. After asking for everyone's attention, she said, "We have two special first-time flyers on our plane today. The first is flying for the first time at seventy-five years of age. Mary, can you touch your call button? Because we have a special gift for you." Then the flight attendant walked to her seat with a large bottle of champagne as the other passengers applauded and smiled broadly. Then the attendant added, "And the second first-time flyer is a man who is eighty-seven and celebrating his birthday today. Please give a round of applause to our captain." Again, the plane broke out in applause and laughter.

Former Southwest CEO Herb Kelleher (who died in early 2019) wanted to establish an airline that was built on love. or, as Southwest likes to say it: LUV. "We are interested in people who externalize, who focus on other people, who are really motivated to help other people," Kelleher once said. "We are not interested in navel-gazers, regardless of how lint-free their navels are. If you are careful about hiring loving people, it should come as no surprise that acts of love and generosity will naturally spill out of them. It should also come as no surprise that when you get

enough people with these attributes in the same company, a corporate character is created that practices love as a way of doing business.”

Pull Quote: ”It should also come as no surprise that when you get enough people with these attributes in the same company, a corporate character is created that practices love as a way of doing business.” -- Herb Kelleher

When you do something unexpected for the customer, it shows love for the customer. Second Mile Surprises are always appreciated, and they create memorable experiences.

Every company has the power to create amazing customer experience moments. Unfortunately, they also can create bad experiences. Customer service is about thoughtfulness for the customer. Businesses that practice a second-mile mentality will create unexpected experiences that will translate into unexpected customer stories. Companies are wise when they pay attention to the stories that they create, which can happen on any day, with any customer; the kind of stories that occur when a business embraces the first principle of taking the second step.

Experience Questions

1. Where can you observe a second-mile mentality in a business that you use? How does it feel to receive unexpected actions or service?
2. Why should you make friends with your customers? How could you teach friendliness to your employees?
3. In what ways can you ask the customer specific questions to develop a friendship?
4. Have you ever been surprised by how your employees have solved a customer issue? Explain.
5. Have you genuinely considered the expectations of your customers and the first step in how to exceed those expectations?
6. Do you have a place to record the customer stories your company has created? Where?

Win Activity: Second Mile Expectations: Where in your business could you use a second-mile principle? List one to four areas that could improve your customer experience by developing a second-mile mentality.

- 1.
- 2.
- 3.

