

Solomon's Lessons for Leading Sustainable Lives and Organizations

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ABSTRACT: Corporate sustainability (CS) and Corporate Social Responsibility (CSR) are important contemporary issues in the field of business management and education. This article explores the relationships between biblical principles and sustainable management practices. It employs Solomon's lessons and wisdom to build a foundation for sustainable management concepts. Solomon's life and literature enable individuals to explore how the spiritual characteristics of the Creator offer lessons for Christian leaders who need to steward resources in a sustainable manner. God's love, as revealed in Song of Songs, can motivate leaders to treat others justly and fairly. It also can empower them to sustainably manage social and relational resources. God's wise righteousness, as revealed in Proverbs, may guide leaders to sustainably manage intellectual and human capital. Solomon also reveals God's sovereign control in Ecclesiastes, emboldening the courage and self-control of leaders to sustainably manage natural, manufactured, and monetary resources. Truett Cathy at Chick-fil-A, Marion Wade at Service Master, and leaders at Hobby Lobby and Catholic Relief Services International serve as examples of Solomon's lessons of sustainable management.

KEYWORDS: business, Christian change, leadership, Solomon, character development

*"I am He who will sustain you. I have made you and I will carry you; I will sustain you."
—Isaiah 46:4*

THE MANAGEMENT CALL: RELYING ON GOD'S GUIDANCE

God provides a blueprint for sustainable business practices by revealing that the spiritual sustains the physical (i.e., Isaiah 46:4). Thus, each manager must build a sustainable business (and, by extension, a sustainable life) on the foundation of a sustainable spiritual relationship with God (Isaiah 46:4; John 15:5).

The purpose of this article is to employ Solomon's wisdom to explore *how* the spiritual can sustain the physical. The article contributes to the study of Corporate Sustainability (CS) and Corporate Social Responsibility¹ (CSR) by identifying methods for utilizing Solomon's wisdom to guide sustainable management practices in a Christian context.

CS and CSR are important contemporary issues in the fields of business management (Sasse-Werhahn et al., 2020), reporting (Borial et al., 2019; Broughton & Sardon, 2020; Driebusch, 2020; McCabe, 2020), and education (Hahn et al., 2017). Thus, many advocate for broader integration of CS and CSR content throughout business education (Montiel et al., 2020; Painter-Morland et al., 2020).

Recent case histories provide educators with relevant examples of Christian business leaders who faced difficult decisions while striving to manage individual and business resources in a sustainable manner. For instance:

1. How much individual time and capital should Marion Wade of Service Master have dedicated to philanthropic activities?
2. How should St. Vincent's Medical Centers of New York and Los Angeles have managed their resources responsibly and sustainably?
3. Should Hobby Lobby and the Masterpiece Cakeshop have complied with laws that challenged and compromised their religious beliefs?

4. Should Chick-fil-A have decided to close its restaurants on Sundays?
5. Should Catholic Relief Services International have decided to provide services to Muslim refugees in Syria?

Solomon responded to his own leadership challenges by asking God to sustain him with a wise, discerning, and “God-listening” heart: “Here I am, set down in the middle of the people you’ve chosen, a great people—far too many to ever count. Here’s what I want: Give me a God-listening heart so I can lead your people well, discerning the difference between good and evil. For who on their own is capable of leading your glorious people?” (1 Kings 3:8–9 MSG). Abraham Lincoln likewise prayed for God’s assistance in this manner: “I cannot lead this people; I cannot guide the affairs of this nation without Thy help. I am poor and weak and sinful. Oh, God, who didst hear Solomon when he cried for wisdom, hear me” (Hill, 1920, pp. 282-283).

Indeed, Solomon and Lincoln followed the same path in relying on the spiritual to sustain the physical. This article demonstrates that contemporary Christian leaders can emulate Solomon and embrace sustainable management principles to improve their businesses and their lives.

Solomon was an author of wisdom literature (1 Kings 4:32); three books of the Bible are written in the tradition of his wisdom: Song of Songs, Proverbs, and Ecclesiastes². These texts empower us to see ourselves in biblical stories by revealing how God designed us to manage resources by His Wisdom for His Glory. With Solomon’s wisdom, Christian leaders can employ the spiritual characteristics and guidance of the Creator, thereby managing and stewarding the physical resources of creation in a sustainable manner.

This article explores Solomon’s lessons in the following manner: The next section defines the terms “CS” and “CSR,” reviews the relevant historical literature, and introduces a number of useful paradigms. The following section then explores *how* God’s spiritual characteristics can sustain a Christian manager’s physical virtues and character, features that can then be employed to manage organizational resources in a sustainable manner. The subsequent section applies these ideas and concepts to two business cases: Catholic Relief Services International and St. Vincent’s Medical Centers. A concluding section addresses several implications and opportunities for future research.

DEFINITIONS, LITERATURE REVIEW, AND PARADIGMS

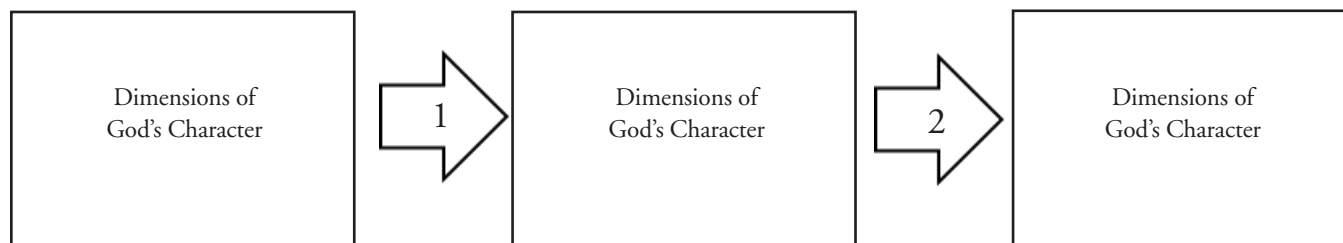
According to CS and CSR principles, business leaders should manage resources in the pursuit of goals that extend beyond the economic profit maxim. Indeed, the CS movement defines economic, sociocultural, and environmental responsibilities in a manner that balances an organization’s ability to meet its current needs with the ability of future generations to meet theirs (Ketola, 2015). In a complementary fashion, CSR emphasizes the expectation that managers serve their shareholders and other stakeholders by achieving a balance between their economic, social, and environmental responsibilities (Dahlsrud, 2008; Hopkins, 2003; Wan-Jan, 2006). A key challenge of CS and CSR alike is the management of the inherent tensions among these diverse responsibilities (Bansal, 2005; Brinkmann, 2001; Epstein et al., 2015; Gladwin et al., 1995; Hahn et al., 2015; Maon et al., 2008; Van der Byl & Slawinski, 2015).

Virtue and wisdom can play an important guiding role in the management of CS and CSR responsibilities (Intezari, 2015; Marker, 2013; Roos, 2017; Xiang, 2016). Recently, for instance, Sasse-Werhann et al. (2020) connected virtue and wisdom with the management of tensions for balancing economic, social, and environmental responsibilities (Gladwin et al., 1995; Schneider & Meins, 2012). Sasse-Werhann et al. (2020) concluded that sustainable virtues and wisdom in individual managers can provide the ethical underpinning for both (a) a sustainable business at an organizational level and (b) a sustainable economy at a societal level (Becker, 2015). But how can managers develop such virtues and wisdom?

The Bible addresses this question by recognizing that the spiritual informs and sustains the physical, thereby adding a spiritual foundation to the connections between CS, CSR, wisdom, and virtue. Thus, the development of Christian virtues and wisdom at the individual level provides ethical and moral support for sustainable businesses and a sustainable society. Biblical principles and Solomon’s wisdom can therefore inform the development of virtues and wisdom in Christian managers, beginning with the examination of the sustainable management ideal in God’s Creation.

God created humans to manage all of the resources of His Creation in a sustainable manner. He created humans in His image (i.e., *imago Dei*), and He called on us to rule over His Creation (Gen. 1:26). As the bearers of God’s image, humans are thus God’s ambassadors, endowed

Figure 1: The Sustainable Management Ideal



with the calling to steward the resources of His creation. God's intention was to place the sustainable management ideal in the *imago Dei* of human creation (see Figure 1).

As illustrated in Figure 1, the spiritual informs the physical in a sustainable manner. God's character transforms and sustains the character virtues of Christian managers. They, in turn, transform and sustain the business management of the resources of God's Creation. According to this ideal, all individual and organizational resources are blessings "on loan" from God, granted to us in exchange for our purpose and role in performing the stewardship function. This is the Christian management challenge: to manage God's individual and organizational resources as stewards by His wisdom and grace for His Glory.

The sustainable management ideal produces two primary management responsibilities for Christian managers (illustrated by the two arrows in Figure 1):

1. Managers have the *spiritual* responsibility to enable God's resources of character to manage and develop their individual human virtues and resources of character.
2. Managers have the *physical* responsibility to employ their individual human virtues and resources of character to manage organizational capital in a sustainable manner.

These responsibilities follow Jesus' "The Vine And The Branches" model of sustainability in John 15:5: "I am the vine; you are the branches. If you remain in me and I in you, you will bear much fruit; apart from me you can

do nothing." In this text, Jesus emphasizes the fundamental sustainability principle that the spiritual brings sustainable life to the physical. Thus, the first responsibility of the Christian manager is to stay *spiritually* connected to God (i.e., the vine). The second responsibility is to *physically* "bear much fruit" by managing resources in a sustainable manner (i.e., the branches).

When tempted by the serpent, though, Adam and Eve failed to carry out these responsibilities. They (1) *spiritually* failed to trust God and His character to sustain their individual virtues of character; thus, they (2) *physically* mismanaged the resources of creation and were separated from God (see Genesis 3). How can Christian business leaders do better? How can they meet these two responsibilities by managing individual and business resources in a sustainable manner?

Tools like the Integrated Reporting Framework (IRF) help managers measure, report, and analyze how well they meet these responsibilities. The IRF identifies six types of business resources (or "capitals") that must be managed: financial, manufactured, intellectual, human, social, and natural resources. Figure 2 presents a synopsis of the IRF as described by Kraten (2017), and the six types of business resources are identified in the right-hand box of Figure 2.

To help managers serve as stewards of these resources (or capitals), Solomon's wisdom provides Christian managers with guidance for meeting their *spiritual* and *physical* responsibilities. This article explores Solomon's lessons by connecting biblical principles to contemporary, sus-

Figure 2: The Integrated Reporting Framework

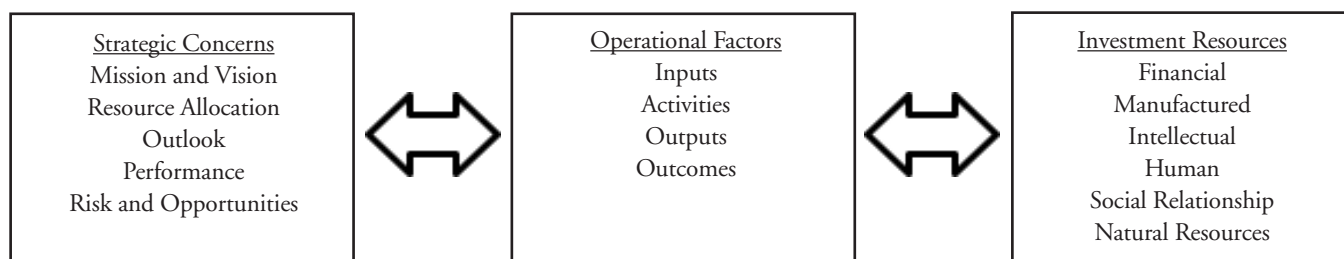


Table 1: Sustainable Management Concepts

Characteristics of God	Developing Virtues of Character	Sustainably Managing Organizational Capitals and Business Resources
Love of God: Song of Songs	Justice: Truett Cathy, Chick-fil-A	Social and relationship resources
Righteousness of God: Proverbs	Wisdom: Marion Wade, Service Master	Intellectual and human resources
Sovereignty of God: Ecclesiastes	Courage and self-control: Hobby Lobby	Natural, manufactured, and financial resources

tainable management practices and by illustrating how spiritual guidance can develop managerial character for performing the stewardship function. See Table 1 for an overview of these ideas.

Solomon’s lessons and wisdom provide a solid biblical foundation for both (a) sustainable personal development and (b) sustainable business management. This article organizes Solomon’s lessons around the four classic cardinal virtues of personal development as defined by Aristotle (2009): justice, wisdom, courage, and self-control. God’s love, as revealed in Song of Songs, motivates the desires and purposes of managers’ *hearts* to develop relationships by treating others fairly. This, in turn, helps them to steward social resources. God’s righteousness, as revealed in Proverbs, guides the wisdom and judgments of managers’ *heads* and helps them to steward intellectual and human resources.

Solomon reveals God’s sovereign control in Ecclesiastes, emboldening the courage and the self-control of managers’ actions (or *hands*) to steward natural, manufactured, and financial resources. Indeed, God’s *spiritual* characteristics develop managers’ character virtues to guide their *hearts*, *heads*, and *hands*, enabling them to steward the resources of God’s creation for God’s glory. We explore, develop, and further support these ideas in more detail in the next sections.

THE SUSTAINABLE MANAGER’S CHARACTER: GUIDED BY GOD’S CHARACTER

The Sustainable Manager’s Justice⁴: Guided by God’s Love

Truett Cathy founded Chick-fil-A in 1946. It is now a national restaurant chain. One example of Chick-fil-A’s application of Christian values is its closure of restaurants on Sundays to respect the Lord’s day of rest. How did the organization’s leaders decide that this action was worth sacrificing annual revenues of \$1.2 billion dollars (Taylor,

2019)? Did this decision result in the *just* and fair management of social resources?

Solomon’s wisdom provides insight regarding these questions. Blessed by God with a discerning, God-listening heart, Solomon was a *just* leader (1Kings 3:16-28). Indeed, Solomon’s Song of Songs, a poem of romantic love, portrays “lady wisdom” in pursuit of humans to enable flourishing, sustainable lives. On a surface level, Song of Songs celebrates the human desire to seek relationships of love and intimacy. On a deeper level, though, it illustrates the human purpose to be reunited with God, His love, and His wisdom. God’s love motivates individuals to form flourishing social relationships by treating others with justice and fairness. In business and in ministry, Christians are called to receive the fellowship of God’s love and goodness and to release it to others (Song of Songs 5:1; “13 Leadership Lessons, 2010”).

God’s love enables Christian leaders like Truett Cathy to manage human relationships and social capital justly and fairly (Turner, 2016). Solomon provides two relevant principles for sustainable character development and business management: servanthood and vision.

Servanthood. Solomon considered himself a servant of God and His people, with his servant’s heart representing an important aspect of his effectiveness (Menking, 2017, p. 20). Indeed, self-sacrificial servanthood is associated with increases in organizational social capital while the addition of a spiritual dimension to servanthood increases its value (Lynch et al., 2013; Mostafa et al., 2020).

Chick-fil-A illustrated these associations through its Sunday restaurant closures. By making this decision, Truett Cathy added a spiritual dimension to servanthood by demonstrating a greater commitment to the spiritual ideal of serving God than to the financial ideal of maximizing revenues.

Solomon defines several strategies for protecting and developing a servant’s heart in managing relationships, feelings, thoughts, judgments, and actions:

- Maintain the health of your spiritual relationship. A Christian business leader's good character is anchored in God's moral and spiritual foundation (Proverbs 21:1; Williams, 2010, p. 226). Chick-fil-A's closure decision enabled stakeholders to dedicate their Sundays to rejuvenating their spiritual relationships with God.
- Love one's followers. Christian leaders love their followers. They care about their followers' needs, well-being, character development, and career advancement (Proverbs 20:28; Williams, 2010, p. 226). The closure decision indicates that Chick-fil-A employs God's love to nurture these social resources.
- Care for one's followers. Leaders appeal to followers by showing that they care. Effective Christian managers should define success by the growth in their followers' character and commitment (Proverbs 14:28; Williams, 2010, p. 223).
- Exercise just and fair judgment. Leaders make unbiased judgments by performing impartial analyses of relevant data. They are guided by just and fair hearts that are untainted by selfishness (Proverbs 29:4; Williams, 2010, p. 227). The Sunday closure decision represented a decision to forego financial gain to provide stakeholders with a just and fair amount of time for personal rest, rejuvenation, and development.
- Treat followers compassionately and fairly. Leaders treat people fairly and equally regardless of wealth, status, or position (Proverbs 29:14; Williams, 2010, p. 228).

Vision. Solomon envisioned a just and bright future for Israel, blessed with prosperity, commercial growth, and social expansion. Likewise, all individuals can envision a broad purpose that is guided by God's love, supporting an optimistic future in which they serve God by serving others.

In Proverbs 16:10, Solomon recommends the following strategy:

- To be a sustainable manager, become a great motivator. Leaders should ignite followers' motivations with an unselfish purpose beyond themselves (Williams, 2010, p. 223). Chick-fil-A's closure decision demonstrated an unselfishness by prioritizing a broad spiritual purpose above money (Matthew 6:24).

Indeed, Chick-fil-A represents a persuasive example of the biblical principles that are communicated in Solomon's wisdom. These principles employ God's characteristic of love to develop a Christian business leader's heart. As a result, a leader is inspired to establish sustainable business practices of servanthood and vision, thereby supporting the just and fair management of social relationship resources with God and with other individuals.

The Sustainable Manager's Wisdom: Guided by God's Wise Righteousness

Marion Wade, a devout Southern Baptist, founded Service Master in 1929 (Marion E. Wade, n.d.). Wade stewarded resources of God's Creation to develop intellectual and human capital by establishing a collection of Christian literature in today's Marion E. Wade Center at Wheaton College⁵. Wade also shared his values in the books *The Soul of the Firm* and *The Lord Is My Counsel*. Should Marion Wade have made these investments of time and money? Did he *wisely* and sustainably manage his own intellectual and human resources?

Solomon was a *philosophical* leader who was blessed with wisdom. His Proverbs is a collection of life teachings. It contains many useful leadership lessons (Dose, 2012). In Proverbs, those who humbly reunite with God's wisdom become wise managers (Proverbs 9:10). Solomon urges these individuals to seek wisdom (Proverbs 3:13,18). In this manner, God's wisdom helps Christian business leaders like Marion Wade to develop and manage intellectual and human capital (See Figures 1 and 2) wisely and sustainably.

Solomon provides the following three principles for character development: competence, communication skills, and people skills.

Competence. Competence refers to technical wisdom⁶. Solomon describes two strategies in Proverbs that can be utilized to encourage competence.

- Listen to the voice of wisdom. Acquire technical wisdom. It empowers leadership and enhances a leader's credibility (Proverbs 8:15-18; Williams, 2010, p. 223).
- Expand horizons and deepen understanding. Embrace lifelong learning by seeking broader knowledge and a deeper understanding of the truth (Proverbs 25:3; Williams, 2010, p. 226). Marion Wade's books enable us to listen to voices of wisdom.

Communication skills. Christian managers employ the power of language to persuade people to act effectively. Solomon describes two strategies for optimizing our communications:

- Always speak the truth. Always expect the truth in return. A strong leader maintains clear channels of information with others (Proverbs 16:13; Williams, 2010, p. 224). By sharing his intellectual resources, Wade communicated God's truth and wisdom.
- Communicate to inspire and to motivate others. Communication should be simple, focused, face-to-face (when possible), positive, and empowering in format and content. A good leader is also a good listener (Proverbs 17:7; Williams, 2010, p. 224). Wade used these communication techniques when he led Service Master. His purpose was "honouring God in every transaction," and he viewed "each employee and customer as being made in God's image, worthy of dignity and respect" (Encyclopaedia Britannica, n.d.).

People skills. Solomon motivated and empowered people to work together. He proposed two relevant strategies:

- Demonstrate friendly character qualities. Leaders should be humble, teachable, gracious, and sincere (Proverbs 22:11; Williams, 2010, p. 226). Wade's approach to Christian leadership was rooted in God's Word. He embraced these qualities throughout his life and employed them to build relationships.
- Be respectful to your colleagues. Build relationship bridges. Do not burn them (Proverbs 24:21; Williams, 2010, p. 226). Wade did so when he treated employees with "dignity and respect" (Encyclopaedia Britannica, n.d.).

The Sustainable Manager's Courage and Self-Control: Guided by God's Sovereignty and Control

By seeking a religious exemption from the birth control coverage provision of the national health care insurance law, the corporate officers of Hobby Lobby attracted withering societal criticism (Green, 2015). Hobby Lobby employs tens of thousands of individuals to operate hundreds of stores across the nation, with many stores located in "blue" (i.e., progressive) areas. Should Hobby Lobby have sought a religious exemption from this legal provision, generating a public backlash that jeopardized its \$4

billion in annual revenue? Was this decision a *courageous* use of its financial resources?

Acting under the promise of God's sovereign control, Solomon courageously served as a master architect and urban planner, demonstrating the shrewd self-control of a chief executive. Solomon's Ecclesiastes recognizes the futility and meaninglessness of a life that is led apart from God. By recognizing God's sovereign control over outcomes, the march of time, and death, individuals can bring meaning to their lives.

Solomon advises individuals to display courage and self-control by submitting to God's wisdom for His glory, and by trusting the results to Him and His sovereign control (Ecclesiastes 12:13). By trusting God's gracious sovereignty over life's results and outcomes, we are empowered to manage our natural, manufactured, and financial capital (See Figure 2 and Table 1) with courage and self-restraint.

Solomon describes two principles that support the cardinal virtues of courage and self-control: courage and boldness, and integrity and self-control.

Courage and boldness. Solomon audaciously undertook many enterprising projects. He offers several strategies for developing courage and boldness.

- Gain management wisdom from nature. From ants, Solomon instructs us to achieve our goals by engaging in diligent and persistent work, and by establishing and maintaining priorities (Proverbs 30:25; Williams, 2010, p. 228). When the federal government initially denied Hobby Lobby's request for a religious exemption, the organization persisted and was eventually rewarded with an affirmative Supreme Court decision. According to the Court, the law "would put (Christian) merchants to a difficult choice: either give up the right to seek judicial protection of their religious liberty or forgo the benefits, available to their competitors, of operating as corporations" ("Burwell v. Hobby Lobby Stores," 2014).
- Remain steady in times of crisis. Leaders are tested by crises. They must make decisions under pressure while radiating confidence. Leaders should be prepared, should develop winning strategies, should plan for emergencies, and should prepare subordinates for contingencies. They should be seen in command and should study lessons to be learned afterwards (Proverbs 28:2; Williams, 2010, p.

227). The leaders of Hobby Lobby demonstrated these traits by sustaining their legal arguments and speaking Christian truth before the Appellate and Supreme Courts.

Integrity and self-control. Solomon's exemplary character generated a sense of trust and support among his people, empowering him to become a great leader. He teaches that integrity and character are valuable traits that foster trust and successful relationships (Proverbs 16:15).

- Accept limits. Great leaders do their best and leave the results in God's sovereign hands (Proverbs 29:26; Williams, 2010, p. 227). Hobby Lobby employed this approach while pursuing its legal challenges.
- Maintain a strong moral foundation. Leaders should establish and maintain a strong moral foundation that is rooted in God's Word (Proverbs 16:12). Hobby Lobby sought to reconcile federal law with its Christian moral foundation.

Other organizations are now exhibiting characteristics of leadership that reflect Hobby Lobby's approach to defending its religious rights. Masterpiece Bakeshop owner Jack Phillips, for instance, won a Supreme Court case that protected his right to decline to produce and sell a wedding cake for a gay couple on religious grounds (Supreme Court of the United States, 2018).

THE SUSTAINABLE MANAGER'S CHOICES: GUIDED BY GOD'S PRESENCE

Sustainable Management at Catholic Relief Services International

Catholic Relief Services (CRS) is another organization that applies Solomon's lessons. Following the principles of Catholic social teaching, CRS is an international aid agency that employs 5,000 employees to support more than 100 million individuals across the world (Catholic Relief Services, 2021). Since 2011, it has provided food, shelter, education, and medical care to one million individuals trapped in Syria, where a civil war has disrupted society and destroyed the abilities of families to provide for themselves (Catholic Relief Services, 2017).

CRS provides such services to many Muslim recipients, explaining, "We have a special role to play in this crisis, which is taking place in the cradle of Christianity ... a place where the Catholic Church and welfare agencies

have a long history of helping people in need, regardless of religious affiliation" (Catholic Relief Services, 2017). Investing capital in Syria is a bold and courageous act of love and service, considering the hostility that many Christians encounter from other religious groups in the region. Indeed, CRS's decision displays love for God and His wisdom by loving one's "enemies" (Matthew 5:44).

CRS employs a style of leadership that is bold without being contentious. The organization acts courageously when it enters regions into which others fear to tread. It remains responsible, sustainable, and steady during wars, famines, and other crises by applying Solomon's lessons.

Unsustainable Management at St. Vincent's Medical Centers

On a cautionary note, a pair of Catholic hospitals that lacked effective Christian leadership failed to sustain their operations. St. Vincent's Hospital of New York closed more than a decade ago. St. Vincent's Hospital of Los Angeles closed more recently.

The institutions once played iconic roles in their communities. The New York hospital opened in 1849 with a mission to provide community care. The Los Angeles institution opened in 1856 with an identical mission. In their final years of existence, though, each institution merged into health systems. The New York hospital joined with others in Brooklyn and Staten Island to become St. Vincent's Catholic Medical Centers. Several years later, the Los Angeles hospital was sold to an investment organization and joined the secular Verity Health System (Associated Press, 2020; Chiriguayo, 2020).

These hospitals were originally dedicated to serving God by providing inexpensive medical services to indigent citizens who possessed no other access to care. For decades, they were managed by Christian leaders who followed Christian principles. Recently, however, their priorities shifted towards economic expansion. Their leaders transformed the institutions into costly health systems. When the systems could no longer be supported by available revenues, they surrendered their independence and ultimately failed. In the authors' opinion, their leaders did not demonstrate the courage and boldness that could have maintained and sustained these organizations. The authors also believe the organizations also failed to engage in communications that might have inspired and motivated supporters.

THE SUSTAINABLE MANAGEMENT CONCLUSION: RECOGNIZING GOD'S PROVISION

“Take on an entirely new way of life—a God-fashioned life, a life renewed from the inside and working itself into your conduct as God accurately reproduces his character in you.” Ephesians 4:24 (MSG)

Solomon's lessons help Christian managers to sustainably manage social and relationship resources with God's love. They help managers to develop intellectual and human resources with God's righteous wisdom. They also help them to courageously utilize financial, industrial, and natural resources while trusting God's sovereign control.

This article presents examples to develop and support the underlying concepts. It thus contributes to the contemporary sustainability literature of CS and CSR by approaching the topics from a Christian perspective and by identifying how Christian managers can use Solomon's wisdom to guide their sustainable management of resources.

This article also emphasizes the recognition of spiritual considerations by taking a holistic approach to sustainability management. It recognizes that the Creator sustains His creation. Indeed, all Christian managers should maintain a healthy respect for God's standards and characteristics.

This article employs Solomon's wisdom to explore how spiritual considerations can sustain the physical. In the future, empirical researchers may choose to explore and test the various dimensions of this spiritual—physical relationship. How does the employment of Solomon's wisdom to fulfill the *spiritual* responsibility of connecting with God lead to the sustainable development of virtues in Christian managers? How does it support the fulfillment of the *physical* responsibility of managing resources in a sustainable manner? Such questions can play a critical role in focusing on sustainability topics from a Christian perspective.

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FOOTNOTES

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- ¹ CS and CSR are defined in the next section of the article. The concept of sustainability, defined broadly, recognizes the importance of managing economic, social, and environmental responsibilities while meeting stakeholders’ present needs without compromising the future (Ketola, 2015).
- ² Song of Songs begins with the statement: “Solomon’s Song of Songs” (Song of Songs 1:1). Proverbs 1:1 identifies the author and title of the book: “The proverbs of Solomon son of David, king of Israel. Ecclesiastes 1:1 similarly opens with: “The words of the Teacher, son of David, king in Jerusalem.”
- ³ Pat Williams (2010) identifies lessons for Christian managers from Solomon’s wisdom in *Leading with Integrity: The 28 essential leadership strategies of Solomon*. This article incorporates many of these lessons with lessons from other sources. It also contributes to the literature by: (1) organizing lessons around the Aristotelean cardinal virtues, (2) connecting lessons and virtue development with the spiritual characteristics of God, and (3) connecting lessons and virtue development with the physical management of organizational resources and capitals. See Table 1 for a synopsis of these contributions.
- ⁴ “Justice as a virtue” is the moderation of selfishness and selflessness, i.e., of having more versus less than one’s fair share. Justice is a cardinal virtue; it is “pivotal” because it regulates relationships (LeBar, 2020) with God and with others. It is closely related to the Christian virtue of “charity.” Justly regulating relationships and acting fairly toward others is influenced and guided by God’s love.
- ⁵ The Marion E. Wade Center stores and maintains original manuscripts from C. S. Lewis, J. R. R. Tolkien, G. K. Chesterton, Dorothy L. Sayers, Charles Williams, Owen Barfield, and George MacDonald. Wade shared authorship credit for “The Lord is My Counsel” and “The Soul of the Firm” with Service Master’s Chairman Emeritus C. William Pollard and other contributors. The intellectual foundations of Wade’s religious philosophy, and its application to business management principles, are included in these books.

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