



Meagan McCoy Jones ([00:02](#)):

The truth is when you are serving people, and as Christians, we are all called to be doing that whether it's sort of an informal relationship, or an informal one. And, you show up in my life with something that you're frustrated about, or sad about, or celebrating, and I dismissed that, I've missed this opportunity to connect. And so, that's what we call business as unusual, this commitment to learn about the relational needs I have, what you have, and then by first growing myself, then I have the freedom to grow other people. And then, I have the chance to grow the business, and then I have a chance to grow my impact, it has to be in that order.

Joanna Meyer ([00:46](#)):

You're listening to The Faith & Work Podcast, where we explore what it means to serve God, neighbor, and society through our daily work. Hi, and welcome to The Faith & Work Podcast. I'm Joanna Meyer, the Director of Public Engagement at Denver Institute for Faith & Work, and I'm excited for you to hear from our guest today. We'll be talking to Megan McCoy Jones, she's the president and COO of McCoy Building Supply. And, when I mentioned to a mutual friend that I'd be interviewing Megan, she said, "Oh, you are so lucky, Megan is extraordinary." Megan will be one of the guests at Business for the Common Good on Friday, March 26th, I'll tell you more about it later in the podcast. But, it will be an in person and virtual event that we're hosting for a national audience exploring God's vision for business and how we can be serving the greater good through our work.

Joanna Meyer ([01:42](#)):

A little bit about Megan and McCoy's, it has existed for almost a century, can you imagine? It's a building supply company, you can imagine over a course of almost 100 years how that industry has changed. McCoy building supply is a multi state enterprise with 88 retail locations and almost 2700 employees. And, Megan has risen her way up from answering the phones at the store as a 10 year old, to now being the President and COO. She's the fourth generation entrepreneur that has been running the company, so I think you will look forward to this conversation with Megan McCoy.

Joanna Meyer ([02:20](#)):

Well, Megan, thank you for joining us on The Faith & Work Podcast, it's just such a treat to get to talk to you today.

Meagan McCoy Jones ([02:25](#)):

Thanks for having me, it is a treat, it's treat for me too.

Joanna Meyer ([02:28](#)):

Good, well, I had mentioned in our introduction that you have worked at McCoy's from a very young age, I would have loved to have seen you as a 10 year old answering the phones at the store, it's so sweet. Tell us what attracted you to the work and why you're so passionate about the company all of these years later?



Meagan McCoy Jones ([02:45](#)):

Yeah so, McCoy's is always about people, it is completely about people. We serve customers all day long, and we serve this huge range of customers, and we do it with a huge range of talented and skillful people. And I think... I'm sure we'll dig into this more, I think there's a little bit of a tragedy around what

counts as quote, purposeful work, or meaningful work? And, I actually think unless it's immoral or illegal, all work can be purposeful work, if in fact, it's relational. I love that we're in an industry that contributes to building homes, and communities, I think that is important work, just at its functional core. But then, you add on to that, that that's being done through all these relationships with our vendor community, our supplier community, inside of McCoy's, and with our customers. And, I think that's just the deepest expression of faith is in relationship, so, it keeps drawing me in.

Meagan McCoy Jones ([03:59](#)):

Now that I've done it... Now this is the only job I've really ever had with a few summer exceptions. So, I'm also not really qualified for anything else, that's a really good thing, I love it.

Joanna Meyer ([04:10](#)):

I would say being a fourth generation of running in multi state, family business with 80 stores, you're qualified to do a whole lot, my friend. [crosstalk 00:04:19].

Meagan McCoy Jones ([04:18](#)):

[crosstalk 00:04:18].

Joanna Meyer ([04:21](#)):

I want to hear a little bit more about that relationship you're describing, because a lot of times it would be easy to see the contractors or the vendors that you serve as just a transactional relationship. You get them their supplies, you want it to be good, but you get them out the door. But, you guys really want to see your contractors that purchase from me, thrive. Which fascinates me that, you're champions of the people that buy from you and I wondered if you could tell me a little bit more about that.

Meagan McCoy Jones ([04:47](#)):

Yeah, here's what's really cool about our business is, the majority of our customers are repeat customers, so about two thirds of our business is doing business with other business people one way or another. And so, that means their livelihoods also rely on us being very good at what we do. And, if you really let that settle over you, that's a tremendous responsibility that we have to be excellent for the sake of their businesses and their teams who are counting on them being excellent, right. And so, that's one of the gifts we get, versus maybe a business that is still transactional, but it's sort of a one time thing or a once a year thing. We get this really beautiful space where we interact with a consistent group of people all the time

Meagan McCoy Jones ([05:41](#)):



And then, we also serve consumers who are largely solving problems, they're fixing a fence, or they're fixing a leaky faucet, or a running toilet, or they want to add on to their house or remodel their kitchen or whatever. And, it's also I think, a privilege to encounter people in the space of problems, there's a lot of uncertainty and concern, and financial discomfort, and pressure that we bring with us when we're walking into a store to solve a functional problem in our life. And so, our business is right for... I'd probably argue a lot are, but I think our business is especially right for meeting people relationally on top of transactionally.

Joanna Meyer ([06:29](#)):

Who would have thought that, if anybody's ever been to some of our big box, home improvement retailers and you struggle to find a staff person who can answer the most basic question for you. The contrast of what you're describing is coming alongside people and truly having relationship even if it's brief, or if it's long lasting, and really expressive love and helping them get their problem solved, or helping them build a quality home, it's a different way of doing business.

Meagan McCoy Jones ([06:54](#)):

Well, I was taught by a gentleman who spoke at one of our conferences, one of our events years ago, said, "It's important to characterize when you talk about what kind of work you do to make sure you say when we're at our best." Because, we aren't always at our best, and so I think with integrity, when we're at our best we have a we have a purpose statement, and McCoy's. We say, When we're at our best, our purpose is to make life easier and more fulfilling for those who build." So, make life easier is how... The consumer votes with their dollar, and if we aren't actually functionally solving people's problems, they will go somewhere, where those folks will? But, we also want to be making life more fulfilling for people who encounter us, and when we're at our best, we're doing both.

Joanna Meyer ([07:49](#)):

So, I want to ask a little bit about your life as an organizational leader, because entrepreneurship is not for the faint of heart, nor is stepping into the next stage of the multi generational family business. NS, I THink of the history of McCoy's, and there are a lot of really accomplished men who came before you. And then you're now that CEO and president and the first woman to be in that role. What motivated you to step into this role as an organiZational leader?

Meagan McCoy Jones ([08:16](#)):

I've described it in other settings this way, I'm not sure I have a great answer for that, except that there are certain things that grab your attention and work that you're drawn to that when you're doing it. You think, man, I was made for this, so that's a very simple, not terribly complicated answer. But, I think from the time I was a little girl, I've always been really drawn to this work. You know, I had a season in my life. Definitely when I was trying to test out whether that was really true, or whether I felt that out of obligation. I was actually in graduate school, I was in graduate school half the week, and then I was working in the lumberyard half the week. And, I woke up a lot faster the days that I was going to the lumberyard than the days I was going to graduate school. I thought, yep, that's it, that's what you want



to be doing.

Joanna Meyer ([09:13](#)):

That's amazing, and that really reflects at Denver Institute, we talk about calling is sometimes is discerned in the rear-view mirror. Often, when we [crosstalk 00:09:21].

Meagan McCoy Jones ([09:21](#)):

Yeah, [crosstalk 00:09:22].

Joanna Meyer ([09:24](#)):

We think that calling is something that God will declare to us and point us forward into something, I think sometimes we discern what God's calling is by seeing what resonates with us in a particular season, or by looking at the journey that we've been on, that will reveal how God had been at work have been shaping us and I think about your family history. And I think, yeah, you can look all the way each step along the way it's probably giving you an idea of what you're good at, and what motivates, and what go has given to steward.

Meagan McCoy Jones ([09:51](#)):

And probably, just you absorb so much as a child and a young person growing up in a family business, or growing up in a family right it just absorbed so much. The longer, I'm in my career, the more I realized how much I really absorbed, I think that's a testament to my dad's intentionality, for sure. It is also, I think, a testament to what drew my attention... My attention was pulled in the direction of my interest. And so, I retained more of that than I retained other things.

Joanna Meyer ([10:21](#)):

YeAH, exciting. The fathers that may be listening today who have daughters, it's very cool to think of your dad bringing his daughter into the home improvement business.

Meagan McCoy Jones ([10:29](#)):

Yeah, I mean, I'm a really small person, I'm a physically small person, and so I'm not who may be who you would expect. And, there are so many of the jobs that we have that McCoy's that I could not do, I mean, I physically cannot do or I just don't have the skill set. We just have some unbelievably talented truck drivers, and I don't have the spatial skills that made me good at that job, have a ton of reverence for it, though. But, I think that I definitely grew up ingesting the message, that you can't lead a job that you can't do the best. And, I don't think that's true, but you can't lead a job that you don't respect. For me, [inaudible 00:11:18]of settling into this role, and growing in my leadership at McCoy's has been to sort of make that shift from one to the other.

Joanna Meyer ([11:27](#)):

Yeah, I'm going to spring a question on you, it relates to what you said about being a woman working in the home improvement industry or the retail... How would you technically describe your



Meagan McCoy Jones ([11:37](#)):

Yeah, building materials industry, [inaudible 00:11:40] building materials.

Joanna Meyer ([11:41](#)):

You said, "You're a slight of stature, you have a very feminine voice and a feminine presence, which probably isn't what people would expect for leading your type of business." How have you learned how to make your voice heard?

Meagan McCoy Jones ([11:54](#)):

People in my circle would probably tell you, that has not been my problem. I think it's been more How... Well, I hope we'll talk more about this, but let me give you, maybe, an example. Because, I was routinely underestimated in the work that I do for a lot of my life, a little lesser now that I've been doing it for a while. But certainly, for quite some time, I was routinely underestimated, and that I think I carried a little bit like a chip on my shoulder. And so, I had a tendency to do two things in particular, I had a tendency to overreact when you underestimated me and kind of take that out on you, which was not fair or appropriate. And, the other thing I had the tendency to do is not want to admit when I didn't know the answer to something because I so desperately wanted to prove you wrong in your assumption that I didn't know the answer.

Meagan McCoy Jones ([12:57](#)):

And, I had a wonderful manager, one of the managers I worked for at McCoy's when I was working on the sales floor and working the yard. And he said, "Megan, you need to be confident enough to assert your opinion when you know, and not so proud to say I don't know when you don't, and that's your challenge." Man, that's been hard, I'm better at it now at 39 than I was at 24, or at 12. But, I had a lot of moments where I think I was probably pretty arrogant in thinking that I knew what we needed to be doing, and I wasn't right, and I wish I could do those moments over.

Joanna Meyer ([13:49](#)):

Well, and kudos to the manager who'd be willing to actually give constructive feedback to the boss's daughter.

Meagan McCoy Jones ([13:54](#)):

He was one of my huge mentors, I've had a number of them in my work. But yes, I was good at school, and so he took a very academic approach to my training, sat me down every morning I came into work, he would teach me about a category of products and quiz me on everything from the days before for about an hour. I sweat through my shirt every day, I was so anxious, I wanted to get all the answers right, I studied. And then, he'd send me out onto the floor. I mean, talk about mentoring somebody in the way that they know how to learn. That was how I knew how to learn, and it was cool.

Joanna Meyer ([14:33](#)):

So, McCoy's is known for having a strong culture of leadership development, and it amazes me because it's not unusual to find people that have worked for you for 30 or 40 years and gradually grown through



the company's ranks. I'd like to know more about your commitment to help employees grow both philosophically and also practically.

Meagan McCoy Jones ([14:50](#)):

Yeah, so it's a huge privilege to be an employer, I think the role of entrepreneurs and business owners to create jobs is awesome. It is significant, it's one of the things I'm proudest of, and it's also a responsibility. And so, I think philosophically, we know that it's a privilege to have people come to work here, we want that to be an awesome experience and enrich their life beyond just work. We also know that people, contrary to popular opinion, especially 20, and 30, and 40 years ago, people do not leave their problems at work, they want to come to work with their whole selves. And, we want a way for them to do that, and so our leadership development is really based on... It actually evolved out of my parents crisis in their own marriage, and seeking counseling, and learning tools to connect with each other through that counseling from who a couple who was their counselor at the time.

Meagan McCoy Jones ([16:01](#)):

And then together, those two couples essentially developed our leadership curriculum. And, it's very interpersonal, and it's sort of hinged on what we call relational needs. So, we all agree we have fundamental human needs like food, and water, and shelter, we also believe we have relational needs that are just as important to survival, things like respect and appreciation, security, support. And, you can't give what you haven't received, and so for us, as leaders, to lead our teams well, we want to be providing for them these relational needs. But, in order to provide them, we have to receive them. So, I'll just extend my little example from earlier being, sort of, a little disrespectful and arrogant. It became harder for me to offer respect to somebody because I had the sort of bruises, emotional bruises, if you will, right?

Joanna Meyer ([17:10](#)):

Yeah.

Meagan McCoy Jones ([17:11](#)):

Of feeling disrespected, and so if you disrespected me, I would overreact. And, that was some about the disrespect I felt from you, but it was actually much, much, much more about the history of feeling disrespected. And, I use this example a lot, everybody has a moment like this in their life or a thing in their life about this. So, my husband leaves the cabinet doors open when he gets something out.

Joanna Meyer ([17:42](#)):

I do that.

Meagan McCoy Jones ([17:43](#)):

Yeah, lots of you do, half these listeners do and half of them don't, so God bless you both. Well, most of the time, that doesn't bother me, I just close them. But then occasionally, it really bothers me, so it's fair to say, it's really not the cabinet door that's getting to me, there's something else going on, that may have something to do with my husband, it may have nothing to do with him, I may just be feeling



overwhelmed. So, the idea is, alright, let's start learning these relational needs, and then let's start getting in tune with ourselves. Increase our self awareness, why am I mad when the door is open? Or, why did I just overreact from the feeling of disrespect? And oftentimes, there are significant memories and events in our past moments where we really needed respect, or security, or approval, and it was missed for us, and those are painful.

Meagan McCoy Jones ([18:45](#)):

And so, the core of our leadership development is saying, "Okay, we among leaders first need to better understand ourselves, and get care for those moments in the past, and also be equipped to care for those moments between us and with our teams when we see them in the future." And, that's kind of sounds weird in the context of a lumberyard, and I get that, that's probably a fair assessment. But, the truth is when you are serving people, and as Christians, we are all called to be doing that, whether it's sort of in this formal relationship or an informal one. And, you show up in my life with something that you're frustrated about, or sad about, or celebrating, and I dismissed that, I've missed this opportunity to connect.

Joanna Meyer ([19:41](#)):

Yeah.

Meagan McCoy Jones ([19:44](#)):

That's what we called business as unusual, this commitment to learn about the relational needs I have, what you have, and then by first growing myself, then I have the freedom to grow other people, and

then I have a chance to grow the business, and then I have a chance to grow my impact. It has to be in that order.

Joanna Meyer ([20:04](#)):

Yeah, to me that really echoes... I love some of the teaching that that Christian psychologist Henry cloud does. He is a expression of, "People grow when they experience grace, truth, and time." Which echoes [crosstalk 00:20:16]-

Meagan McCoy Jones ([20:16](#)):

[crosstalk 00:20:16], yeah.

Joanna Meyer ([20:16](#)):

-that Jesus came from the Father full of grace and truth. I think what you're describing is that spirit, a sense of being able to show up as who you are in the workplace, truthfully who you are and getting feedback about how people experience you. And also, having the grace to grow through those truthful, difficult spots to create a healthier culture, it's pretty transformative.

Jeff Heynen ([20:39](#)):



Hi, this is Jeff Heynen, the Founder of Denver Institute for Faith & work. Thanks for listening to The Faith & Work Podcast and for letting me interrupt you briefly to share just a request. I want to ask you to consider becoming a financial contributor to Denver Institute. Each day 1000s of people listen to our podcasts, engage our short courses and grow spiritually as a result of generous donors like you. Each podcast episode is 100% funded by generous donors who believe that work is a way to love God, serve our neighbors and demonstrate the gospel to our world.

Jeff Heynen ([21:08](#)):

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Meagan McCoy Jones ([21:43](#)):

So, you know the concept of the flywheel? Jim Collins writes about the flywheel, once you get to a certain place in your culture, you have this rapid escalation. I think, right now, we are just sort of hitting that flywheel stride as a company. And, I'm saying that to say that right now, if you walked into almost any setting at McCoy's, I think, I hope this would be true for your experience, you would walk in... Even the way you walk into our headquarters and go, "Wow, something's a little different around here." And so, what we say to people who are new or exploring, interested in being part of our team, especially part of our management team is, "Hey, if something has drawn you here, if you have had a handful of encounters by now and gone, wow, it's different. Well, this is what makes it different. So when you start getting into the work, and it feels funny, and awkward, and uncomfortable, just remember, that's what is making it special, so trust it."

Meagan McCoy Jones ([22:44](#)):

I totally believe in a skeptic converted is your strongest believer.

Joanna Meyer ([22:51](#)):

Yes, totally.

Meagan McCoy Jones ([22:53](#)):

Show up skeptical, just show up, show up and do the work, don't be disruptive, don't be belligerent. Show up with all your skepticism, and if you're willing to show up, I think you'll find conversion. I think it's such good stuff that you'll find goodness in it, too.

Joanna Meyer ([23:15](#)):

Yeah.



Meagan McCoy Jones ([23:16](#)):

Yeah, it happens.

Joanna Meyer ([23:19](#)):

It's fascinating, some of the leading thinkers on servant leadership like Greenleaf and other people that really were the originators of that term... Not I mean, Jesus was the originator of that term, [inaudible 00:23:29] academics. Talk about business leadership being an incredible stewardship, because what happens at work has a profound impact on what happens at home, that if people are having a lousy day or in a difficult environment at work, it's going to have an impact on their relationships outside of the workplace. And, I'm curious to know if you've had feedback from your employees that what they're learning at work is enriching their broader circle of relationships?

Meagan McCoy Jones ([23:53](#)):

Yes, I mean, we collect those anecdotal stories, any one of us is carrying around some collection of them that's slightly different from somebody else's. And, I agree with you, I actually think one of the most significant ways we can impact the world for good is to give people the tools to be better spouses, and parents, and be able to do things like resolve conflict. That's a thing that so many of us did not grow up learning how to do, and so conflict is scary. It usually has some bright line from this conversation to, you're going to walk out, or you're going to leave me, or you're going to hurt me, I'm not going to be safe, isn't that a tragedy, right? Because, conflict just sort of like our... Skeptic converted's your greatest believer, conflict resolved is a deeper relationship.

Joanna Meyer ([24:51](#)):

Yeah.

Meagan McCoy Jones ([24:51](#)):

And so, our leadership training is including tools like conflict resolution, which is a cute term until you really get two people super angry at each other and realize, okay, if I back up to our relational needs, what did I miss for you? Right? And, boy, I missed respect for you, or I missed security for you, or you worked really hard on something, and I didn't appreciate it, I just walked right in and criticized it, well, that's hurtful. And, if I'm willing to really be listening as a leader and a human, if I know about you that you were criticized all your life, then I am also deeply moved, because when I walked in, and I didn't appreciate what you did, I just let my little zinger of criticism hit you. I know it hurt you, not just because of that, it hurt you because of this whole history of being criticized.

Meagan McCoy Jones ([25:54](#)):

And so, we're trying even in conflict resolution to create the space that says, let that settle in on... I want that to settle in on me, because I will be changed if I know I'm not just needing a new group of words, or the sandwich model where you're positive, negative, positive. It's not with strategy, that's not what it is. It's me more deeply knowing you, and then caring about you, and so the next time I walk in, and I see your project that's deserving of both praise and probably constructive criticism to, I'm going to do that differently. I'm going to wait and make sure it's very private, I'm going to make sure I'm very specific, on



both the really good things and the things that I wish were different. I'm going to mentor you and doing it differently.

Meagan McCoy Jones ([26:48](#)):

I mean, it just changes your whole cadence in a relationship, but I would never want somebody hearing all of that explanation and thinking, "Oh, I don't I don't do that." Well, that takes real training and equipping, and then that is the very thing that lets us as spouses work out the conflicts that we have, or when we have children who are really struggling, and lean into, "Okay, what are the needs I'm missing meeting in them? And, how do I do that before I just lay down a bunch of rules." I mean, boy, I could go on and on, and maybe if you'll indulge me, I'll sort of take this tangent.

Joanna Meyer ([27:38](#)):

Yeah.

Meagan McCoy Jones ([27:39](#)):

I told you that the origin of our business as unusual training was really the fruit out of my parents crisis in their marriage and counseling that they thought. That was 15 years into their marriage. So we, my brother, and I were kind of middle school age, north or south of middle school. So by then, we had observed a lot of our parents behavior and digested a lot of it, right? And then, they become committed to being different relationally, which is incredibly powerful. If my parents hadn't both chosen to stay together and sought help, so they could do that in a way that was fruitful and positive, I don't think my brother and I would have stayed close. I think we would have picked sides.

Joanna Meyer ([28:34](#)):

Yeah.

Meagan McCoy Jones ([28:35](#)):

I don't think when the pressures on our business got really intense, in really kind of '99, 2000, 2001, and then again in 2008, '09, I don't think my dad would have had the reservoir to lead well, without my mom in his corner. And now, just think about that, what I'm saying is that, I think because they were both committed to stick together, and then sought out the tools to stay together to learn how to do that in a positive way. I think, that is why we are a close family, and I would even go so far as to say, I think that is also why we're still getting to run our business.

Joanna Meyer ([29:19](#)):

Yeah.

Meagan McCoy Jones ([29:20](#)):

And then, the ripple effect on that commitment in all these other relationships is profound. And, dad's quick to say... And, anybody who's been married for five minutes knows that marriage has conflict. He's quick to say, "Man, we're never going to look down on somebody struggling in their marriage, and we



want to do everything we can to support that relationship." Now that's really a different thing than growing our business, but in fact, isn't that exactly what we are called to do to spur each other on toward love and good deeds. That is exactly what we are called to be doing.

Joanna Meyer ([29:54](#)):

Yeah, I can say that for business leaders that, Christians in business, there's one thing to identify as a believer and to kind of live ethically, or maybe think about your personal values and living them out in your own actions. But, the idea that you would operationalize love, like what you're describing, love and good deeds, is that, taking it from personal, so thinking through, how do I translate this into living in organizational... And, it's more than just playing worship music in the aisles of your store. [crosstalk 00:30:24].

Meagan McCoy Jones ([30:24](#)):

Yeah, we don't actually really do that even.

Joanna Meyer ([30:26](#)):

Yeah, exactly. But, it is turning those principles of love for your employees, love for your clients, love for your suppliers, into the actual operations of the way that you do the business. And, that's transformative and rare, so I love that you guys have really turned that personal crisis into a transformative business model for how you treat your employees. You had said something to me that I thought was really fascinating about how you care for your employees, you had said that, "Sometimes the limit and caring for people well in the workplace is a function of the tools that you're using. Takes discipline and homework to understand your impediments, it's not your heart, maybe your systems or bureaucracy." And, I want to ask you more about what did you mean by that? And, give us an example of how good business systems have helped you love your staff well?

Meagan McCoy Jones ([31:17](#)):

I think this is so fun, because I really am an operator, and our business is really complicated, so sometimes problems aren't matters of the heart, sometimes they're matters of your system.

Joanna Meyer ([31:27](#)):

[crosstalk 00:31:27].

Meagan McCoy Jones ([31:28](#)):

They're always matters of the heart first, if your heart's in a bad spot, your system won't save you. But sometimes, for example, this past year, we rolled out a new HR software, and one of the functions that software allows is an easy way to enter paid time off requests, and an easy way to approve them in smaller increments. So, our old system made approving anything less than a day or a half day really

clunky, and this system allows you to request and approve in any increments, so for us, that would be two hours. The other thing it did is every employee is on that platform as a user now where they



weren't before, and so part timers now have an easy way to request paid time off in two hour increments. Up until this year we didn't have paid time off for our part timers, not because we didn't want to, though this is part of the challenge of a really legacy business, is some of your policies sort of haven't caught up, right? You have to really be intentional about catching them up.

Meagan McCoy Jones ([32:35](#)):

So, that's something we talked about for a long time, but we actually needed the upgrade to our system to functionally make that doable for 2700 people. And so, in that way, I do think we make decisions about systems, or I'll use sort of one other example, decisions about how we spend our time. And, everything with time is a trade off, so if I'm asking you to spend time in this way, you don't have freedom to spend time, maybe in another way. So, all of the team that reports to me, we have a one on one update every week, it's awesome. I feel disconnected from my team, when we don't have that, and then we meet as a team every Monday morning. Most of our team has that, has a one on one update with a lot of frequency with the folks who report to them. Well, now that is a system, right? You need a way to stay organized, and a way to keep your running list of things you're going to talk about. But, it also forces the space to connect, and care, and depending on what's at hand, sometimes those updates are much more about what's going on personally than professionally, though they're nearly always a blend of both.

Meagan McCoy Jones ([33:56](#)):

If my team were listening or sitting right here, they would chuckle at this, I have told my team that, "If there is any conflict among us, the only work of the day is to resolve the conflict between us." Because, that conflict is contagious in our organization, and we cannot have the seven of us in conflict, it cannot be.

Joanna Meyer ([34:22](#)):

That's a rarity, I have memories years ago, as I was early in my career, I remember working as a temp at a commercial real estate organization. And, hearing some of the principles absolutely screaming at each other in the conference room, and that was my introduction to corporate life and how conflict was resolved. And, I think that's common in a lot of organizations, there's really no training on how to resolve conflict in a business setting. So, it's amazing to think that you guys have those kinds of relationships and it takes time.

Meagan McCoy Jones ([34:53](#)):

It does take time, Yeah, that's right. I mean, I am the beneficiary of a lot of leaders before me and us doing all this work for a long time. So, don't give me too much credit, because so much of our success in this relational way is because it was stewarded for us, and modeled for us, and mentored for us, and so we're getting to inherit that, and that's a huge gift. My dad, if you were to meet him is one of the greatest human beings on the planet, he just sees people for what makes them great, and he doesn't really see what makes them not great, it's remarkable.

Joanna Meyer ([35:35](#)):

That's amazing.



Meagan McCoy Jones ([35:35](#)):

Yeah.

Joanna Meyer ([35:37](#)):

So, I want to ask about something you referred to a few minutes ago, you said that, "There have been some seasons of financial hardship in the company and that you, during the economic downturns, you've made decisions to close stores." And, I think that can be some of the most stressful work for an organization.

Meagan McCoy Jones ([35:54](#)):

Oh, yeah.

Joanna Meyer ([35:56](#)):

I mean, figuring out how do you make some of those hard, sacrificial decisions, that stress comes from home with leaders. So, I'm curious, from a spiritual and emotional perspective, what helps you navigate those hard times when life isn't going up into the right?

Meagan McCoy Jones ([36:10](#)):

Yeah so, I'll give you have a really specific example, at the beginning of the pandemic, we were needing to make 1000 decisions we had never made or had to make before, is very intense. Our business was in the category of these, quote, essential businesses, so we were never closed, but of course, there was a ton to figure out and how to keep people safe, and get customers what they need, and all kinds of things, how to protect our team. And, I was very overwhelmed, and so I started reading... One of my favorite writers is Erik Larson. He writes historical... Not fiction, I mean, it's much more rooted in fact, but just compelling histories. And, he had just released a book about Churchill during the bombing of London, and it's awesome, it's called The Splendid and the Vile. If you haven't read it, you should read it, it's fantastic.

Joanna Meyer ([37:13](#)):

[crosstalk 00:37:13], I haven't read it for myself, I'll put that on my list.

Meagan McCoy Jones ([37:16](#)):

It's so good, so some [inaudible 00:37:21] stress reduction is a matter of perspective, right? As hard as my job was, and our team was working, I was not working all day to go home to wait for my house to be bombed all night long. It really wasn't that bad.

Joanna Meyer ([37:33](#)):

Yeah.

Meagan McCoy Jones ([37:33](#)):

And, I don't mean to minimize the stress we were under, it was tremendous, but I wasn't getting



bombed at night. And so, I had a lot of gratitude, and I think probably of any practice... I got back into it, I've had seasons where I've really kept a journal pretty faithfully and seasons where I haven't. This past year in the midst of the pandemic, and it's stress, I picked that habit back up, and so every day I write

something that I'm grateful for. And, I try to be really specific, it's not necessarily profound, yesterday morning, the sunrise was outstanding, so is the sunset, so that was the thing I was grateful for this morning was yesterday sunrise and sunset. And then, there's a lot of science around the practice of gratitude. The other kind of system we haven't McCoy's that promotes that, we're open six days a week, we're always closed on Sundays, and every business day that we're open, either my dad or I leaves morning voicemail to our team.

Meagan McCoy Jones ([38:38](#)):

So, it's sales and performance from the day before, company anniversaries, milestone anniversaries of our team, and announcements and things like that. Well, he used to do that himself, and then I started sharing that responsibility with him. And I realized, man, when you start every morning off... Nearly every morning for me, every other morning, wishing people happy birthday and thanking them for their anniversary, it kind of gets you in a good mood. It's like, oh, man, I do love that person, they are fantastic at this job, and I'm so glad they've stuck around for 14 years or you know, whatever. And, the practice of gratitude says simple, it's just a little bit of a discipline, that's very helpful.

Meagan McCoy Jones ([39:23](#)):

I think, probably, the other bigger comment I would make about how to handle the stress is... Dad says that, "It would be so much easier to get through any economic downturn if you knew how long it would last." Right?

Joanna Meyer ([39:42](#)):

Yeah.

Meagan McCoy Jones ([39:43](#)):

That's the issue, you don't know how long it will last and the economy will rise and fall, our business will rise and fall, that's just part of it. Thankfully, I'm settled in, it's not always going to be our best year ever, but I feel successful when we are still taking care of people. And, what I mean by that is we will not be able to fulfill every need expressed by everyone of our team, but we are committed to working very hard to make sure people are not in challenges of their life alone. And so, we can get very practical about making sure people are not alone, and that gives me a lot of comfort, security, gives me a lot of encouragement that even when the business is very hard, we're going to show up for people and care for the well. That's free, it's free to care for people, turns out it doesn't cost you anything.

Joanna Meyer ([40:48](#)):

I'm going to echo your own words back to you, in a previous conversation you told me that, "No great story you ever tell is about life being easy."



Meagan McCoy Jones ([40:57](#)):

Yeah.

Joanna Meyer ([40:57](#)):

And, that's something you can hold on to, I mean, I think that's a biblical [crosstalk 00:41:02] for life.

Megan McCoy Jones ([41:02](#)):

That's true.

Joanna Meyer ([41:03](#)):

Is that Christ does not call us to an easy life, and he calls us to a life of sacrifice and of loss, ultimately, not with his own experience. And yet, it's a life with great purpose, and it's a life of relationship. And, thank you for modeling that, I'm so excited to share this conversation with our listeners, so thanks for being part of podcast.

Meagan McCoy Jones ([41:23](#)):

I appreciate the work y'all are doing, you've... Just doing the podcast have introduced me to people doing good work in the country that I wouldn't have met otherwise, and that's been a treat, thank you.

Joanna Meyer ([41:34](#)):

And, I'll be telling our listeners more about getting to hear you live and in person at Business for the Common Good, so thanks Megan.

Meagan McCoy Jones ([41:40](#)):

You're welcome.

Joanna Meyer ([41:41](#)):

Bye. What a privilege to get to hear how God's working through Megan's leadership in McCoy's building supply. If you were intrigued by this conversation of what it looks like to turn Christian values and the love for your employees into operational practices, you will want to hear more from Megan McCoy Jones, at Business for the Common Good, I referred to it earlier. It will be a small in-person event in Denver Colorado, that is live streamed to host sites around the country and you can also watch it as an online viewer. You can find out more about it at businessforthecommongood.com, it will be Friday, March 26th, and I hope you'll consider joining us.

Joanna Meyer ([42:24](#)):

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