



# The Culture Chronicles

...of the Franklin Companies

April 2016

## Something to Consider...

“The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.”

– Max De Pree

Max De Pree’s family founded Herman Miller, an American office furniture company credited with inventing the office cubicle. Its history is characterized by the phenomenal leadership of its founding family. We could easily take an entire edition of *The Culture Chronicles* to unpack the meaning of this quote, but in lieu of that, we will discuss its importance to the culture of the Franklin Companies.

De Pree states that “the first responsibility of a leader is to define reality,” and we agree with this notion. At the Franklin Companies, we define our reality through the strategic direction established by our founders and our executive team. Another way we define our daily reality is through our annual operating mantras. These mantras are not simply catch-phrases meant for inclusion in corporate meetings. Our operating mantras define the reality of our actions every day. In 2016 as we **ELEVATE**, we are evaluating our actions and seeking opportunities 1) to raise our **Energy** levels, 2) to **Learn**, 3) to understand that problems do not affect only one person, they affect **Everyone**, 4) to use our corporate **Values** as our guide for decision making, 5) to adjust our **Attitude** so that it is the *right attitude*, 6) to steel ourselves with **Tenacity**, and 7) to celebrate **Excellence**.

Gratitude is also an aspect of Max De Pree’s comment as he states that the last act of a leader “is to say thank you.” The culture of the Franklin Companies is one of gratitude. We value the contributions of all our employees, and we want to recognize their efforts on a daily basis. Saying, “thank you,” is a simple, kind act that can truly make the difference in a relationship, and we encourage you to generously distribute gratitude throughout your days!

Finally, Max De Pree reminds us that the highest calling of a leader is to be a servant. From the time we set a direction to the moment we say “thank you,” we are to be serving: serving those we lead, serving those we follow, and serving those residents and their families who depend on us. As we **ELEVATE** in 2016 let us not lose sight of the fact that we will not have accomplished our goals if we do not all arrive together. Set your direction, dispense gratitude daily, and serve without ceasing.

## When the Unexpected Becomes the Reality

Most days the challenges we face are straightforward. However, some days come with extraordinary challenges that we do not expect and leave us overwhelmed. The staff at The Park at Sutton Oaks had such a day in March when they learned that their colleague, **Olimpo DeLaRosa**, Lead Maintenance, had been diagnosed with stomach cancer. Olimpo’s condition is such that he weakened quickly and visibly. Working through the emotions of the situation, the team at The Park at Sutton Oaks have pulled together to help cover all areas of maintenance operations.

Importantly, all of the team members have come together to support Olimpo personally. **JC Contreras**, Leasing Director, and **Carolina Wong**, Leasing Agent, have spent their lunch hours assisting Olimpo with paperwork, financial concerns and researching treatment options. Carolina even accompanied Olimpo to his first cancer treatment to help him communicate with his doctors and understand the paperwork that is involved with the treatments. **Rodrigo Pineda**, Lead Maintenance at Sutton Oaks, and **Jaime Ruiz**, Assistant Maintenance, have worked together to ensure that Olimpo’s workload is covered. They have been instrumental in not only providing for the community’s maintenance needs, but also in providing Olimpo peace of mind.

Olimpo shared with **Lori Ansotigue**, Executive Director, that he is tremendously grateful for the support of his colleagues. He says that he feels blessed to be surrounded by people who are bringing light to him during a very dark moment.

*Friends, thank you so much for your support of Olimpo. Your actions and emotional support mean the world to him. You are certainly demonstrating what it means to **ELEVATE** in 2016, but importantly you are a blessing in Olimpo’s life, and that is a gift.*

## ELEVATE in Action at Willow Springs

In January, Willow Springs conducted a Garage Audit. When some of the garages were left unclaimed, the staff consolidated the items found into two garages for a thirty-day holding period. In February, **Mark Lopez**, Executive Director, made the decision to go ahead and start cleaning out the items that had been claimed during the audit.

A concerned resident approached the office staff regarding the garage clean-out process. She was very upset and felt that her garage possessions had been removed without her

permission. The staff remained calm and explained the notification process prior to the audit and confirmed that she had not responded to her notification regarding non-payment. While the conversation made it clear that the staff was acting appropriately, the resident was still upset about her possessions. The office staff felt very uneasy about leaving the situation as it was after their conversation.

In an wonderful example of collaboration, **Miguel Manzanares**, Lead Maintenance, **Johnny Gonzalez**, Maintenance Technician, and **Andrea Chavez**, Housekeeper, worked together and tracked down a picture of the resident's garage and contents prior to the audit. With the picture, Mark was able to find the resident's belongings, which included bikes, toys, and clothing. All of these items were actually not the resident's, but were her grandchildren's items. While this particular resident was not able to maintain her prior garage, she has agreed to maintain another one into which these possessions were moved. The resident was incredibly grateful for the efforts of the staff at Willow Springs. She even referred her daughter to apply for an apartment at the community!

*Thank you, Mark, Miguel, Johnny and Andrea! Your actions in this situation are exactly what we are looking for as we **ELEVATE** in 2016! You **Learned** what the issues were for the resident. You understood how the situation affected **Everyone**. You maintained our corporate **Values** while respecting the **Values** of the resident. You all exhibited the right **Attitude**, and you served with **Excellence**. Well done!*

#### **Approaching Even the Little Things with Tenacity**

**Ashley Novak** is one of the first faces people see as they enter Franklin Park Sonterra's Assisted Living section. She is very well suited for her role as she has a naturally kind and joyful temperament. She is welcoming and cares intently for our residents and their families.

On March 23, Ashley was a tremendous help for **Jacqui Paine**, Accounting Specialist/Building Manager at the corporate office. Jacqui was trying to get a current copy of the Medication Administration Record for Susan Franklin's mother, a Sonterra resident. Ashley emailed Jacqui the report and twice faxed the Med Aid's completed report, but unfortunately, Jacqui still did not have all the information she needed. It turned out the due to some highlighting on the Med Aid's report, some information was not legible. Ashley quickly took pictures of the reports with her phone and sent them to Jacqui. After she sent the photos, she immediately followed up by phone to confirm everything was in order.

*Ashley, thank you for your wonderful **Attitude**, your **Tenacity** even when handling small issues, and your commitment to **Excellence**! Your support of our residents and their families is a gift, and we appreciate your contribution to the Franklin Companies!*

#### **Stepping In When Needed at Sonterra**

One day in late March, a prospective family made an impromptu visit to Franklin Park Sonterra. They happened to

be in the neighborhood, and they were in the beginning stages of considering what to do for housing for the wife's aging mother. When they arrived, they were warmly greeted and made to feel right at home.

It so happened that all of the Sales and Marketing staff were busy with other prospective residents. Instead of turning this couple away, **Anthony Burks**, Dining Services Director, stepped in and did their tour. Anthony was friendly, informative, and very attentive. The couple was amazed that a staff member from another department would take the time to do a tour of the community. The couple even enjoyed hearing his thoughts on the community from a Dining Services perspective!

*Anthony, thank you so much for stepping in and providing a tour for this couple. Your willingness to support your community and your team is a wonderful example of **ELEVATE**. The Franklin Companies would not be the same without leadership like yours!*

#### **Lending a Helping Hand When Needed**

One day in late February, **Rene Perez**, Maintenance Technician, was doing his rounds of The Park at Sutton Oaks when he noticed a woman coming out of the community center struggling with several items she was carrying. Rene immediately turned his golf cart around and headed over to help her with her items. Once he got over to her, he loaded all of her items onto the golf cart and drove over to her car. He then took the time to help her load them into her trunk. Not only was the woman grateful, but Rene did not notice that **Mark Lopez**, Executive Director at Willow Springs, witnessed the event. He was visiting The Park at Sutton Oaks that day and was very impressed to see **ELEVATE** in action!

*Rene, thank you for your attentiveness that day! It was wonderful that you acted without knowing that Mark would see you. Importantly, you acted with **Excellence** because that is the right thing to do! Thank you for you all do for the community at The Park at Sutton Oaks!*

#### **A Misadventure Redirected at Sutton Oaks**

One late February morning, a resident at Sutton Oaks came into the office to inform the staff that a dog had wandered into an apartment unit that was not its home. Unfortunately, the apartment it wandered into was occupied by a resident who does not like dogs and was actually a bit scared. In fact, the resident had secluded herself on her patio until someone could come help! **Luke Roberts**, Business Office Manager, immediately went over to the apartment to take care of the situation. He found the dog scared and huddled under the resident's bed. He was able to retrieve it and carry it downstairs. After a bit of research, Luke determined whose dog it was and returned it to its real home.

*Luke, thank you for displaying a wonderful **Attitude** as you addressed this situation. You reunited a dog with its family, and you provided relief for the resident who is not comfortable around dogs at all!*