The Flourishing Culture Podcast Series
“How to Cultivate Uplifting Growth and Leadership Development”
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Kelly (KC) Jones

Intro: Today’s podcast is brought to you by BCWI’s 360 leadership assessment.

Male: Welcome to the Flourishing Culture Podcast, where you’ll learn how to build a flourishing workplace culture that drives the ministry impact of your organization, your church, or your company, brought to you by the Best Christian Workplaces Institute. Now, here’s your host, BCWI president, Al Lopus.

Al Lopus: Hello, and thanks for joining us today here on the Flourishing Culture Podcast. Today, we’re continuing our new series on the “Eight Ways to Build a Flourishing Workplace Culture.” Each week, we’re giving you a close-up look at each of the eight factors that make up the FLOURISH model. It’s the key to building a healthier workplace culture that leads to greater organizational impact. On the podcast today, we look at the fourth of the eight drivers that make up the FLOURISH model. We call it uplifting growth, and my guest has plenty to share about how uplifting growth is a critical driver to help improve and even transform your workplace culture.

Today, we have the pleasure of talking with Kelly Jones, the chief operating officer of Apartment Life, based in the Dallas/Fort Worth metroplex. Kelly, welcome to the Flourishing Culture Podcast.

Kelly Jones: Thanks so much. It’s really great to be with you today.

Al: Kelly, you know, we go back several years, and we first connected at Apartment Life and then Lionheart Children’s Academy was launched. How long have you been with Apartment Life?

Kelly: I’ve been with Apartment Life for about 15 and a half years. And then I’ve had the opportunity to work with you guys at BCWI for, I think, about 10 of those.

Al: And how about Lionheart Children’s Academy. How long ago was that started?

Kelly: They launched their first academy in 2014.
**Al:** Great. You know, I’m looking forward to our conversation today, and to start off, give us a snapshot overview of both Apartment Life and then also Lionheart Children’s Academy and how they’re related.

**Kelly:** Sure. I’d be happy to. So Apartment Life and Lionheart are sister organizations that were both founded by Stan Dobbs, and they’re both faith-based nonprofits built on a business model. And Lionheart provides child care and education for children six weeks to 12 years, and then Apartment Life, we serve the apartment industry. And with respect to Apartment Life specifically, we believe that God created us for community, and it turns out that community is good for both people and business. Unfortunately, though, apartment residents don’t have a lot of friends in their community, and they feel completely disconnected. They might have hundreds of friends on Facebook, but they have very few authentic relationships. And that’s where we get to come in as Apartment Life. We help apartment owners care for residents by connecting them in relationships and then helping build a deeper sense of community. And that in turn actually helps the apartment owner improve their financial performance through things like online reputation, resident satisfaction, and even resident retention.

**Al:** Wow. I love the value proposition where Christian community, or community overall, builds value and financial value when it comes to apartments. That’s fantastic.

When you step back, what’s one thing that you’re grateful for about Apartment Life and the people who make up your workplace culture, Kelly?

**Kelly:** Yeah, so one of the things I’m really grateful for is that the people at Apartment Life, they’re not just my friends; they’re my family. And when I joined Apartment Life in 2004, I came because I was excited about the work, and I was excited about making a difference in the lives of apartment residents. But, you know, I came from a consulting organization where I office every day with strangers. And so the Apartment Life culture was really foreign to me, and I laugh all the time with new hires about how I thought the people at Apartment Life were so weird when I first started because they were hugging me and asking me questions that felt, at the time, very personal. And it really took me probably three years to start to understand just how wonderful our culture was, and while it was very weird in the beginning, now I’m actually fiercely protective of the culture and the people that I work with.

**Al:** Well, tell us more about this culture you speak of, Kelly. What’s so unique about it?

**Kelly:** Yeah. So, two of our core values that I think really set us apart are real and caring. And Apartment Life is not a place where you have to pretend to have everything together. We value authenticity, and that means that we’re able to be real about the highs and the lows of life. And what I’ve learned through Apartment Life is when I’m real with others about what I’m going through, that opens up the opportunity for others to care and love me in my specific situation. And so at the end, it’s really just walking this journey of life together.

**Al:** You know, your response points to uplifting growth, the thing that we’re really talking about today, which is all about improving the performance of individuals, groups, and organizations to meet the challenges in that changing world. And in the next few minutes, I’m really looking forward to our conversation and the way we’re going to touch on at least three milestones about your culture, where
uplifting growth has really been a game changer to create such a flourishing culture that you’ve had. And you guys have surveyed your staff now 15 years in a row. You’re the second longest continuous surveyor, I believe, in the history of BCWI, so that’s a unique thing in itself. And let’s look at the challenges that you face, let’s look at action steps that you’ve put in place to really sustain such a flourishing culture, and then let’s talk about your ministry and how it’s been positively impacted by having such a healthy culture over time. How does that sound to you?

Kelly: Well, it sounds great.

Al: Great. Okay, well, let’s start with Apartment Life has measured the health of your culture every year for the past 15 years, as I mentioned. So, why do you feel measuring your culture’s health on an annual basis is so important?

Kelly: Well, for us, measuring really just helps us stay rooted in reality. You know, we can’t solve problems that we don’t know about, and the Survey just helps us understand reality. We, then, use those Surveys to create plans to both celebrate and improve.

Al: And for 15 years in a row, you’ve reported a flourishing culture, and that’s really in the top quartile of organizations we survey. And that’s obviously intentional. It doesn’t happen by accident. What would you say is at the core of Apartment Life’s desire to focus on having such a healthy culture?

Kelly: Yeah. I think the focus started organically with our founder, Stan, and just his genuine love for others. And as we grew as an organization, we really paired that just genuine care with an understanding of Peter Drucker’s statement that culture eats strategy for breakfast. And we’re just firm believers in a strong, great culture is a key factor to really impacting more people in apartment communities.

Al: And you’ve been at Apartment Life now for 15 years, Kelly. When you were promoted to the chief operating officer role five years ago, what was going on that maybe gave you a pause for concern? I mean, you certainly had a healthy culture, a flourishing culture, but is there anything that really needed attention that wasn’t working to the degree that you wanted to see it?

Kelly: Yeah. So, that was a hard season at Apartment Life. We were being successful at impacting people in the existing apartment communities that we served, but we were really struggling from an expansion, growth perspective. And the heart behind expansion growth and adding more communities was always to impact more people, but for some reason, that message and heart, it just didn’t get translated well, and the perception was that we just cared about hitting this growth number and that we were willing to sacrifice the health of our people to do it.

And this changed the way our people viewed their work. It went from life-giving for a greater purpose to just a daily grind. And as I really think back over that season, I think one of the reasons we kind of lost our way there for a while is that we weren’t living out those core values that make us so unique. I think back on it and our leaders didn’t feel safe to be real and to authentically share those concerns. And I know they didn’t feel cared for. So this really caused many meetings after the meetings and just a ton of chaos.
Al: You know, Apartment Life first surveyed with us in 2004, and the Survey revealed the health of your culture was flourishing, as I mentioned. And as you look at your Survey scores over the years, what's a major takeaway for you and your team when you look at those results consistently over time?

Kelly: Yeah. I mean, as you said, we've had a flourishing culture for a while, and for me, it just tells me how we have something so special, and it's worth protecting. And for us, culture and protecting our culture is a very proactive activity. You know, we don't look at the results and then just celebrate that it's flourishing and then stop focusing on it. There's just so many different things that feed into a strong culture that are always ebbing and flowing, and so there's always something not only for us to celebrate but also just to continually improve upon. And that's one of the reasons that reviewing the Survey every year is just part of our embedded rhythm, just so we can always keep that focus and always improving and just make sure we don't lose the great thing that we do have.

Al: You even take it down to the departmental level, don't you. And tell us about that process.

Kelly: Yeah, we do. So, as part of our annual review process, we review the departmental Surveys with the leader, and they get to see their specific results, and then we partner with them to do the same thing we do organizationally, making those plans to celebrate and action plans to improve.

Al: Yeah, yeah. That's very effective. You know, as you and I have talked about uplifting growth, it's really critical to the health of a workplace culture. It's one of our eight drivers, as we've mentioned. And as I mentioned, uplifting growth really helps improve the performance of individuals. Of course, then, the improved performance of individuals leads to improved group performance and organization performance overall. And that's really important as we address the challenges in a changing world. But most significantly, growth comes from job-related experience along with interaction with others and involving managers, mentors, and coaches as well as, occasionally, there's some formal education events. As we've seen, learning new things increases an employee's engagement and allows the organization to maintain and improve its effectiveness. Kelly, give us a favorite story of a person whose fit, giftings, and even on-the-job experience really models uplifting growth, as I've described it, at Apartment Life.

Kelly: Sure, yeah. I'd love to tell you about my friend Jody. And so Jody has been with Apartment Life since, I believe, 2015, and he's always been a strong performer on the North Texas team and then our national office team. And last year we launched our new region, Oklahoma and Arkansas, and we were looking towards the future and needing a leader. And Jody threw his name in the hat and expressed interest in being that leader. And Jody had a lot of great experience from his previous roles, and at the same time, he hadn't been a regional leader before, and so there were some competencies that he still needed to gain before we could fully consider him. And so what we did is we created what we call an empower track, and an empower track takes a specific role, like a regional leader, it lists out all the competencies that are needed, and then what we did is we partnered with Jody, and we created a development plan with that role in mind and with his specific development in mind.

And man, Jody was just off to the races. He did a fabulous job pressing into that development plan, not only doing what we ask but actually even seeking out more training and mentoring from other leaders at Apartment Life. And since then, Jody's been promoted to the regional director of the Oklahoma and
Arkansas region. And it’s no surprise to me or anybody else at Apartment Life that that region is actually already on a stronger growth plan than what we anticipated because of Jody’s development in his leadership.

AI: Well, that’s a great example, Kelly. I really like that. So you’ve got an empower track, and you’ve identified the job and really defined the job description, but then you also have identified competencies for that job, and you’ve worked with Jody with a development plan. Tell me just a little bit more about that competencies development plan. Can you spell that out a little more in detail?

Kelly: Sure. So, one of the key competencies for a regional leader that a lot of our other positions don’t have is fund development. And so a lot of times that’s a competency that needs to be developed before an individual can be promoted, and so same with Jody. He had never done fund development before. And so for that specific competency, we created an action plan for Jody. And so we went out and looked for other leaders at Apartment Life. Pete Kelly, our CEO, is really great at fundraising, so wrapped a plan around him being able to work with Pete Kelly, and some other different items, whether it’s exposure or mentoring or reading some books, whatever it might be for the competency, but all of it’s a little different based on the role and the needs of the person.

AI: Yeah. Very specific. I love that. We’ve seen that uplifting growth means that employees (a) enjoy a positive, productive relationship with their managers and others around them. So Jody’s a great example of that, how they feel supported and cared for by leadership. And so an example is developing a development plan that shows that you’re caring for them, that they receive regular formal and informal feedback from a manager about their performance, that they frequently have opportunities to stretch and grow in their role and access practical, effective training for the role. I love the way that Jody exemplifies all of those factors. That’s great.

You know, one of the strengths at Apartment Life is reflected in the Survey statement, someone at Apartment Life encourages my development. Give us an idea of why your people have responded so favorably to this statement in our Survey.

Kelly: Yeah. So, the interesting thing about this one is that it was originally one of our weaknesses and actually showed up in the bottom 10 of one of our BCWI Surveys. And so once we saw that, we wanted to change it. And so we have since then added a couple things and really created a more robust development process. And we have an annual review in January, which is traditional, where you look back to the previous year. We also look forward and create work and performance goals. But one of the things that we added were these quarterly check-ins. So while we had always set goals in the past, those goals tended to get lost in just the day-to-day whirlwind of activity, and so adding in those checkpoints really made a big difference for us from an intentionality and to keep the focus. And what’s been really fun as our leaders have gotten better and developed ourselves in developing others, what we’ve seen is that those leaders are actually checking in more organically and more frequently and not just waiting on that quarterly check-in. So I think that’s made a big difference.

The other thing that I think’s made a difference is that we’ve worked really hard to create a culture of feedback. And Proverbs 3:27 says that we shouldn’t withhold good from those who deserve it when it’s in our power to help them. And so we consider feedback not only good, we actually consider it a gift.
And because of that, we added in a 360 survey. And my favorite question on the survey is actually, how can this leader take their leadership to the next level? And I love it not only because it’s focused on the positive, because sometimes feedback can feel critical and negative, and so I love the positivity of it, of taking it to the next level. But what I also love is it empowers people outside of our direct leader to give us the gift of feedback and help us in our development. And so I think those are a couple things that we’ve put into place that really took it from the bottom 10 to, I think, one of our top 10.

Al: Yeah, absolutely. And I love your annual review process, where you have your review at the end of the year, and then at the same time, you’re developing goals for the next year. But the key that we’re seeing a lot of organizations do is move towards those quarterly check-ins, and as you say, that even breeds a more organic or frequent check-in, and that improves the relationship between a staff member and their manager. That’s a great example. And I often say that feedback is the breakfast of champions, kind of like what you’re saying, it’s a gift as well.

Al: I trust you’re enjoying our podcast today. We’ll be right back after an important word for leaders.

Female: Discover your key strengths as a leader, and identify your greatest development opportunities. It’s yours with the 360 leadership assessment by the Best Christian Workplaces Institute.

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Al: And now back to today’s special guest.

What you’ve just described points to a second turning point in our discussion, and that’s action steps. And you’ve really even already listed a couple of action steps in terms of annual reviews and goals and so on, but they may include things like listening well and to better know your employees. And you’ve described already how you do that, to give regular conversations about performance, to view training and development opportunities as an investment opportunity in people, how you can provide hands-on training opportunities, leverage employee strengths, even take coaching and or a mentoring approach to employee development while providing meaningful recognition. These are seven specific things, action steps, that many organizations will take, but recognition is always something our audience is interested in, and again, your employees feel that you do a great job of providing recognition for doing a good job. What are some other ways that you do this, Kelly?

Kelly: Yeah. We really do love to celebrate our people. And with respect to a formal process, we use our annual all-staff retreat to give out regional awards, and those are tied to our four key measurements of success. And one of those is actually a flourishing-culture award, and we use the regional BCWI scores as one of the determining factors for the winner. So that’s kind of fun. Also at the retreat, we give out individual awards that are tied to our core values. And I especially like that one
because the awards are based on peer nominations, and I think that’s really extra meaningful to the winners to know that their peers saw the core values in them and took the time to nominate them.

Past that, we really don’t like to create things for the sake of creating, and so we really try to leverage existing rhythms, and we’re always on the lookout for stories or highlight things that are going well, that can be woven into things we already have, such as quarterly town halls, monthly newsletters or communications, and even our Facebook strategy. We’re just always looking for ways that we can highlight within those natural rhythms. And when possible, we recognize leaders by asking them to lead a collaboration or training call so that they can share their successful tips and tricks with others.

And while our formal process is really good and I think it’s super important to have something formal, I also think our core values really shine just in the things that we do organically. And as we get to know our employees, like you mentioned and have those real conversations, we’re able to understand what matters to them both professionally and personally. Like I said, we’re really like family, so we care about your work, but we also really care about your home and family.

And through that, we’re also able to learn what meaningful recognition means to that person, because we’re all different and we all enjoy being recognized different ways. And so we believe that personalization in the recognition is just a way for us to lead through that caring core value. And some of those examples are just those private words of encouragement or affirmation; sometimes they’re public on a technology platform, whether it’s Slack or we have a new H.R. system that allows it; and sometimes some of our people really value flexibility, and so we recognize them for a job well done by allowing them to work remotely at home more often. So we just love to do a variety of things.

**AI:** That’s a great checklist of things from, first of all, getting your people together at all-staff meetings, providing awards for not only measurable goals but who are living out your core values and just cascading that through quarterly town halls and other communication methods. Those are great stories.

Over time, Apartment Life has been recognized for giving opportunities for your employees to learn and grow and that they receive training needed to carry out their current assignments. How about a couple of examples of this, Kelly.

**Kelly:** Sure. You know, for us, it all goes back to the feedback, and it’s about being intentional to listen to that feedback and look for themes. And so a couple of examples for us is, last year we upgraded to the new Microsoft Office version, and we just received a lot of feedback that our people were struggling to use it within their role. And so with that pattern, we scheduled a training call, and we used it to not only help them understand the different features of the new Outlook but just gave them some tips and tricks on how to be more effective and efficient using that technology in their role.

Another example just for looking at patterns is when we do those annual reviews and we’re looking forward and developing those plans, all of those plans get submitted to our V.P. of talent management. And she reviews them and looks for those themes. And out of our reviews last year, she identified that a number of our leaders were struggling on how to effectively lead when people on their team were just at all different ability levels. And from that theme, we were able to research and then introduce
situational leadership and train our leaders on what it looks like to adapt our leadership style to the performance readiness of the people that we’re leading. So those are a couple examples of how we try to listen and really tailor our training to the needs of our people.

Al: Yeah. Those are great examples. So, a very practical, everyday use of Outlook, but then also situational leadership, one of Ken Blanchard’s programs that really is helpful to help managers and employees understand the different levels and how you might lead them differently, depending on where they are. Those are great examples.

Kelly, in Apartment Life’s organization, you recruit Apartment Life coordinators and teams in each of your apartment communities around the country. Clearly, these people are at the heart and the frontline of your organization, and yet they’re largely volunteers. How do you focus on developing and engaging them in addition to your full-time staff?

Kelly: Yeah. So, we have approximately 900 volunteers, and their development does look very different than our staff. And last year, we made a large time investment in upgrading our onboarding process to the RightNow Media platform. And in addition to allowing us to standardize some training, the computer-based option allows our volunteers to watch that training when it makes the most sense for them. You know, most of them have full-time jobs, so live training can really be a challenge. And so nationally we have a set of standard RightNow Media courses that they receive as part of their onboarding, and then past that, the regional teams really come up with a plan that makes the most sense for their region.

And we allow a lot of flexibility there because there’s so much variety. You know, when you consider our smallest region has just four teams, and our largest has 100, and then you look at North Texas and all of their teams are in the Dallas/Fort Worth metroplex whereas the North West region, they span six different states. So there’s really not a one-size-fits-all strategy. And we just really allow them to create the plan that makes the most sense. And some of them are meeting in homes, and some of them are meeting quarterly in churches, and others are using technology and Zoom meetings to still develop great relationships and do development and training.

And so, we do want to make sure what we’re doing is successful. And so we use performance metrics and then also team satisfaction surveys, just to make sure that combined strategy is effective. And like you’ve heard before, we listen to the feedback, and where we need to, we’ll tweak it and just continually improve and make it better.

Al: Oh, well, that’s fascinating. You mentioned this RightNow Media platform, and, of course, RightNow Media is a certified Best Christian Workplace as well. You mentioned you use that for onboarding, so you’re able to track who listens to what programs. Is that what I heard you say? Tell me a little bit more about how you’re using RightNowMedia.

Kelly: Yeah. We actually use it actually for both staff and the volunteer onboarding, and we do have the standard courses, and you’re able to actually send each individual course out to a specific email address. And so once we send it out to that individual, we are able to track that they watch and complete it. And then through the RightNow Media platform, depending on the course—some of them
are video only; some of them have interactive questions—and so when they do have questions, then the RightNow Media platform, it collects their responses and emails them to you. I want to say in an Excel spreadsheet. So when you go meet with them and do maybe one on ones and follow up, you’re able to have their answers and any questions they might have based out of the software.

Al: Yeah. An excellent approach for especially distributed training and development. Fantastic. What are some specific resources and tools that you found helpful to generate and sustain uplifting growth at Apartment Life? Maybe there’s a book or a team exercise. We’ve already mentioned RightNow Media’s platform, or maybe even a favorite scripture saying that highlights and unites your people.

Kelly: Yeah. You know, Apartment Life, we’ve got a lot of readers at Apartment Life, and so there’s really two books that come to mind. Working through The Advantage by Patrick Lencioni was very clarifying for us. I’ve mentioned a lot about our core values, and it was really working through that book that allowed us to articulate our core values and our measurements of success, and those are some of those foundational elements that everything else is built upon. And so it’s so critical that as leadership we’re united on those elements.

The other book I’d say that we’ve really enjoyed is Dr. Henry Cloud’s book Integrity. And we learned a lot from him about growth and development and how that really starts on the inside and as Christ is shaping us through our character and that ultimately it’s what’s happening on the inside that leads to our performance on the outside. And so you’ll see a lot of his work woven throughout our development process.

Al: Two great examples, The Advantage and the book Integrity. Those are great examples.

You know, Kelly, a third turning point that we had outlined at the beginning is a format for our discussion is your commitment to sustain the health of your culture and to celebrate the important outcomes and results. What’s been one big significant outcome in your workplace culture that has caused you admit we couldn’t do it without improving the performance of individuals and then groups and then the organization? What would a key turning point be?

Kelly: Yeah. I mean, one example there, you know, when you asked me about our challenge five years ago, I mentioned we were struggling to increase the number of apartment communities that we serve. And through just a lot of hard work and focus, that challenge actually turned into last year’s record-growth year, and we were able to increase the number of apartment communities that we serve by 25 percent. And this success wasn’t something just accomplished by a few people in the organization. Each individual at Apartment Life, they’ve just taken their own development so seriously and really accepted that challenge in that 360 question of, how do I take my leadership to the next level? And as they stretched and grew, we all honed our skills. And it’s just such a great experience, example of just a body working together and accomplishing so much more together than we could have ever accomplished on our own.

Al: Well, that’s a great example of an answer to the next question. But let me ask, at the Best Christian Workplace Institute, we believe a healthy culture is a true and worthy end in itself, but we also believe that a healthy-to-flourishing culture leads to organizational growth and greater impact. And you’ve
outlined a 25 percent growth in the last year. How has the improved health of your workplace culture influenced the overall impact of Apartment Life? Maybe you’ve got a good story that you can share with us about your colleagues or even maybe your board.

Kelly: Yeah. I’ll share an individual resident’s story that gets translated just across the universe with all of our teams’ stories that are so similar. We had a family that was moving from Oklahoma to Dallas/Fort Worth, and they moved in the heat of the summer. And, of course, if you’re in Dallas, you know what that means. And the Apartment Life team saw they were in the process of unloading, and the team came over and just introduced themselves and brought them some cold—I think a bottled water. And during that conversation, let them know who they were and just said a lot of the community went with them to the local church down the street. And the couple ended up going with them and attending church a few times. And later on in the relationship, the wife came back to the team, and she said, “You didn’t know it, but when you met us when we are moving in, our marriage was hanging on by a thread, and you befriending us and inviting us into your larger community and church, you helped us save our marriage.” And, you know, it’s crazy that that simple act of care, a cold bottle of water, a simple invitation into a greater community, transformed lives. And that really, again that story has just translated across the whole U.S. with just all of our Apartment Life teams. And I think it really shows the heart of Apartment Life, and as we care for our staff, they care for our teams and the teams care for their residents and ultimately lives are changed for eternity.

Al: Yeah. That’s a perfect example. We really believe you care for the individual, they care for the people they serve, that impacts the community broadly. It really has a cascading effect. That’s fantastic.

You know, Kelly, we’ve really enjoyed all that we’ve learned today. This has been a great conversation, and we’ve just learned so much, and we love your values around being real and authentic as well as caring and how that translates the love of Christ to others. That’s really evident. And we really learned a lot about the way you handle uplifting growth from creating empower tracks, where jobs are identified and competencies are clarified, and you put people on specific development plans; how you have a regular annual-review process and goal-setting process but also then regular check-ins, how you’ve got this culture of feedback; and I just love that, how you perceive feedback as a gift. And we need to have much more of that attitude in Christian-led organizations. And how you celebrate people and you award them and recognize them. Recognition is really a great thing that you do, how you have these stories, like you’ve just shared with us, in your town hall meetings and the way you communicate and on social media as well as ongoing training and how you just intentionally listen to feedback at Apartment Life. Those are just a few of the takeaways, which we appreciate so much. So, thank you. And in light of all we’ve talked about, Kelly, give us one final thought that you’d like to leave with leaders and to all of our listeners today.

Kelly: Sure. You know, I think my final thought would be that leadership development just doesn’t happen. It starts with us as leaders. Development takes time, effort, and it takes intentionality. And when we say and model that development is a worthy investment, then other leaders will value it and feel the freedom to also intentionally focus their time on it. And tied into development is knowing where to grow. And so when we as leaders are humble and open to that gift of feedback, and then we use that gift of feedback to develop ourselves, I believe that’s when true development will really trickle down to the entire organization.
Al: Kelly Jones, chief operating officer at Apartment Life, based in Euless, Texas, thanks for sharing your wisdom, insights, and stories, and thank you for extending what you’ve learned to leaders who have been listening and benefiting from all you shared with us today. And it’s really been a pleasure. Thank you.

Kelly: It was my pleasure. Thanks so much for having me.

Al: And to our listeners, I want to thank you for joining us on the Flourishing Culture Podcast and our new series, Eight Ways to Build a Flourishing Culture.

Next week, we’ll take a look at uplifting growth, the fourth of our eight factors that make up the FLOURISH culture model. I think you’re really going to enjoy what next week’s special guest has to say and how you and your teams can take your workplace culture to the next level.

Thank you for investing your time in your workplace culture today. If there’s a specific insight, story, or action step that you’ve enjoyed—and we’ve certainly heard a lot of them today—please share it with others, and we want you to do that so they might benefit as well. Also, review the show wherever you listen to podcasts.

This program is copyrighted by the Best Christian Workplaces Institute. All rights reserved. Our writer is Mark Cutshall; our social media assistant is Solape Osoba; and this is Al Lopus, reminding you that a healthy culture drives greater impact and growth for your organization. We’ll see you again soon on the Flourishing Culture Podcast.

Male: For a free transcript of today’s podcast, visit blog.bcwinstitute.org. Join us next week for another one-to-one interview with a respected Christian leader. The Flourishing Culture Podcast with Al Lopus is a presentation of the Best Christian Workplaces Institute, helping Christian organizations set the standard as the best, most effective places to work in the world.