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## The Value of a Good Question

When our son Andrew was young, he asked me, “How did the first person who got their driver’s license get to where they took the test?” I had no answer for him, but it is a question I will always remember. As FSA



began its branding and communications project last year, our consultant asked, “Why is your organization called Friends Services for the Aging when you don’t directly serve the aging?” Another good question, for which there is a story to explain.

Ron Heifetz’s book *Leadership Without Easy Answers* distinguishes between technical and adaptive problems. A technical problem is one for which there is one right answer, that the technical expertise exists to solve the problem, and it can be solved fairly quickly by management implementing changes. An adaptive problem is harder to name and resolve. People want to deny that adaptive problems exist; they may be complex and cut across boundaries, and there is no one right answer.

Senior living organizations are challenged with a number of adaptive problems in our current environment: changing consumer, changing workforce, changing payment sources ... the list goes on and on. As boards and organizational staff wrestle with these adaptive challenges, there may be value in exploring some good questions:



- What’s going on here? What can we learn from it?
- What don’t we know about this issue, and who can we learn from?
- What are our underlying assumptions relating to the challenge, and are they still on point?
- Is there a shared understanding of the challenge(s) among all board members? Among the board and staff?
- Are we hearing from all the right voices?

Board and staff meeting time is a finite and valuable resource. Agendas are often jammed with items to cover in a short time, but it may be worth taking a few minutes to ask a meaningful and perhaps unanswerable question, just to hear other perspectives on an adaptive challenge. After all, according to Alan Kay (computer scientist), “A change in perspective is worth 80 IQ points.”

## Honoring Outstanding Women

### *WDAS-105.3 iHeart Radio Women of Excellence Luncheon*

Participating members from FSA recently joined together to help recognize ten exceptional women from the tri-state area.

The women’s brilliance and outstanding efforts were acknowledged at WDAS-105.3 FM’s annual Women of Excellence Luncheon, held March 31 at the Sheraton Philadelphia Downtown. More than 1,000 African American women attended the sold-out event.

Queen Latifah was awarded the Trailblazing Woman of Excellence honor. Music legend Patti Labelle accepted the award on Queen Latifah’s behalf.

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Honorees included: Rev. Louise Williams Bishop, Legendary Philadelphia Broadcaster and State Rep; City Councilwoman Cherrelle Parker (Dist. 9); Lisa Thomas Laury, Iconic Philadelphia Anchor Woman; Leslie Patterson Tyler, First Lady of Mother Bethel AME Church; Shonda, McClain, Philadelphia Tribune Editor; Lynette Trawick; Yani Williams; Officer Roslyn Talley and Dr. Doreen Loury.

FSA member organizations who sponsored the event included Chandler Hall, Pennswood Village, Foulkeways at Gwynedd, Kendal ~Crosslands Communities and The Hickman.



Listen to FSA's Marsha Wesley Coleman as she was interviewed by WDAS personalities [Loraine Ballard Morrill](#) and [Patty Jackson](#).

## Introducing the 2018 FSA Leadership Institute Class

FSA is pleased to introduce its 2018 FSA Leadership Institute participants. This March, the group began its journey in exploring identified leadership practices that are especially important in Quaker-inspired organizations.

**Cynthia (Cindy) Gorton**  
Friends Life Care

**Jennifer Doone**  
Pennswood Village

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**Tara Woodside**  
**Friends Village at Woodstown**

**Brian Kersey**  
**Foulkeways at Gwynedd**

**Jennifer Patterson**  
**The Hickman**

**Norma Coverdale**  
**Friends Home and Village**

**Cathy Oechsle**  
**Medford Leas**

**Libby Mortenson**  
**Foxdale Village**



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## **Administrative Assistants Peer Group Holds Second Meeting**

Despite cold and snow, Administrative Assistants from more than seven member organizations met for the second ever Administrative Assistants Peer Group this March at Pennswood Village.

In addition to sharing organization updates, working together to discuss best practices and touring Pennswood, the group heard from speaker Juanita Mort, CP OM from International Association of Administrative Professionals about many of the resources available to help them in their roles.

“The feeling of community among us is evident when this group gets together,” said Kim Weichel, Executive Administrative Assistant at FSA, who facilitated the meeting. “Putting faces to names is so important. It makes working together year-round that much better.”

The meeting was coordinated by Sally Marrington, Administrative Coordinator at Pennswood Village.

The group plans to hold their next meeting this September.

### ***Attendees said:***

**“I took notes and found everyone’s responses interesting. I liked having an outside speaker. It highlights another dimension of our very unique roles.”**

**“I think the group has already made a leap in structure from the first to the second meeting, so I am excited to take it to the next level.”**

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**“Having time away from the office to share and learn with your peers is exhilarating!”**

## **Coming Soon! MemberClicks**

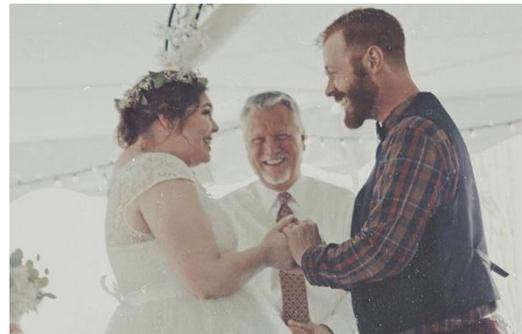
A **fully searchable event calendar, simple event registration, and staff profiles** are just a few of the features of MemberClicks, FSA’s new database set to launch this June.

**What does this mean to you?** Nothing...yet. Just keep your eyes peeled for an email with all the details, coming later this spring.

## **Emily Got Married!**

***FSA Digital Communications Manager Tied the Knot***

FSA Digital Communications Manager tied the knot. On Friday, May 4, beloved FSA staff member Emily Dravuschak married her boyfriend of seven years, Patrick Cooley.



Of course Emily’s passion for expression through design showed through in her wedding--from the farm setting, to the Mason jar centerpieces, to the colored tulle that peeked out from beneath her white dress.

In April, Emily’s coworkers surprised her with a bridal shower, complete with her favorite ice cream cake.

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## **Meet the Staff: Lindsay Cox**

*Communications Manager for FSA*

This April, FSA welcomed its newest staff member, Lindsay Cox, Communications Manager. Lindsay has more than 20 years of experience in marketing, media and community relations, mainly in the nonprofit and healthcare industries.

Most recently, she founded and operated Village Treats, an ice cream parlor located in Narberth, PA. She loves baking, animal rescue and welfare, DIY home improvement (with mixed results), running and biking. She lives in Merion Station, PA, with her husband, two children, cats and dogs.

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