


⊕ CULTURAL MISSION ⊕

**To become  
our best selves;  
for work  
and life**





# Taurus Value: Practice Integrity



As commercial property managers, we work in an industry that demands honesty and transparency more than many others. Clients trust us to manage millions of dollars of monthly cashflows and property values and our clients trust us to manage their assets as if they were our own; this is in fact what we agree to when we sign a management agreement.

Fulfilling on this promise requires the highest degree of integrity. Therefore, integrity is not only necessary in order for us to live up to our best selves, but is critical to ensure buildings are maintained, risks are foreseen, and cashflows are protected.

## Integrity Creates Teamwork

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Integrity is an irreplaceable ingredient in laying the foundation for great company culture. Integrity is our internal compass that keeps us accountable and ensures we deliver on our promises. When we do this right, trust flourishes.

*It's like  
rebar to  
concrete*

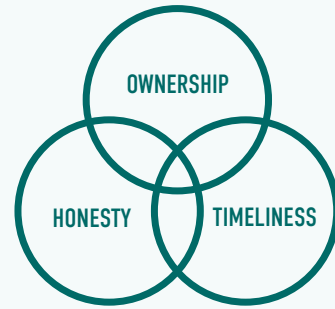
Integrity, trust, and accountability are the building blocks of great teams. And it is only through great teamwork that we will get great work done.

## Integrity is “our word”. We keep it.

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The word integrity evolved from the Latin adjective integer, meaning whole or complete. It is defined as 'an undivided or unbroken completeness', or 'a state of being complete or whole'; a state where the internal matches the external and words match actions.

# 3 Disciplines of Integrity



## 1 - Ownership

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### No excuses, own it all.

As early as the 13th century, the French said: *“mauveés ovriers ne trovera ja bon hostill.”* Which is the distant ancestor of a saying many know well: *“A good carpenter never blames their tools”*.

Ownership, it would appear, is not a new concept. That said, we as “carpenters” don’t blame our tools, OR our clients, our team, our tenants, our education, or other external factors. True Ownership takes multiple steps past what tools we directly hold and takes complete responsibility of our surrounding environment.

*This is not normal!*

**YOU MUST OWN EVERYTHING  
IN YOUR WORLD.  
THERE IS NO ONE  
ELSE TO BLAME.**

**JOCKO WILLINK, NAVY SEAL**



# 1 - Ownership

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## Extreme Ownership

Some refer to this high degree of responsibility as **EXTREME** ownership. Extreme Ownership requires each of us to expand the degree to which we blame ourselves for the problems we encounter; we make changes, learn, and adapt. We take greater responsibility for situations than any client would ever hold us accountable for. In fact, it's called **EXTREME** because no one would ever hold us to this standard; **only we can**.

In order for us to be an atypical company, we need to take atypical responsibility; **it's the key to unlocking our full potential and building a great place to work.**

Ownership is a mindset, an attitude, a way of life.

It looks like:

- Admitting our mistakes; good, bad, and ugly
- Not making excuses or blaming others
- Pro-actively improving company processes and team culture
- Taking responsibility for our own happiness, health and wellness
- Not dropping important time sensitive work at 5PM.

*"I attribute my success to this:  
I never gave or took  
any excuse."*

*– Florence Nightingale*



## 2 - Honesty

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### Do what we say and say what we do

Although Ikea furniture is easy to put together and looks great in pictures; it rarely stands the test of time. In truth, Ikea is sawdust, glue, and cheap veneer. We as people are not Ikea furniture, we are the opposite: solid, true, and real.

We are consistent from top to bottom through an endless pursuit of honesty with ourselves and others.

### Thoughts, Words, and Actions

True honesty is perfect unity between our thoughts, words, and actions. We are who we are and have nothing to hide. Behaviorally this means:

**What we think matches what we say**

**What we say matches what we do**

**What we do matches what we think**

It is honesty with others rooted in honesty with ourselves. *AKA - No Veneer!*



*“Honest people are a refuge. You know they mean what they say; you know they will not say one thing to your face and another behind your back; you know they will tell you when they think you have failed and for this reason their praise cannot be mistaken for mere flattery”*

*– Sam Harris*

## 2 - Honesty

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### Cannot Tell a Lie

Honest people have a rule: *"We cannot tell a lie"*. Life's challenges are difficult enough to manage without clarity of ones principals; and so our solution is this simple rule. We are seekers of truth and are repulsed by falsehoods, fake news, or mendacity; whether intentional or not.

#### Honesty looks like:

- Refusing to speak anything but the truth
- Following through on our commitments
- Speaking cautiously with careful articulation
- Communicating transparently about our capabilities and limitations
- Sharing our honest opinions with our colleagues and clients.

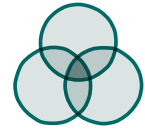


*"Honesty and transparency  
make you vulnerable.  
Be honest and  
transparent anyway."*

*– Mother Teresa*

## 3 - Timeliness

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### Operating with urgency and punctuality

Most dialogue surrounding integrity discusses our actions: “We do what we say and say what we do.” Although this is critical, one very important element is missed: **time**.

Chip Wilson, founder of Lululemon, got it right when he defined integrity as: ***“we do what we say we will do when we say we will do it. If we cannot keep our promise, we immediately contact all parties to set new by-when dates.”*** Note, most of Chip’s definition is spent clarifying the importance of timeliness.

### Explicit vs Implicit

Most of our world does not have known “by-when” dates and so it is important to understand the difference between explicit and implicit timeliness:

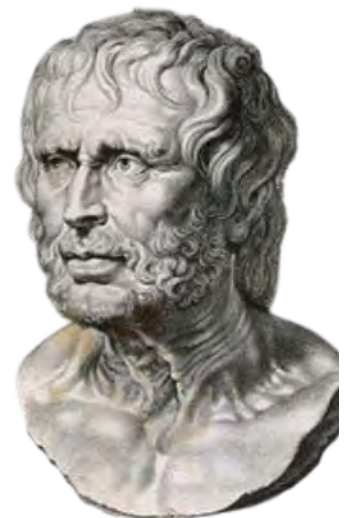
- Explicit “by-when” dates are known. **Explicit timeliness** is showing up to a pre-determined meeting 5-10minutes early or providing financial statements by the 15th.
- Implicit “by-when” dates are unknown. **Implicit Timeliness** is responding to a tenant email quickly, or paying a vendor within a reasonable amount of time.

### Time: A Terrible thing to Waste

Beneath the surface of a punctual person is a pervasive sense of urgency. Time, after all, is one of the few things money cannot buy. It is finite, and always running out.

Timeliness looks like:

- Meeting our deadlines for rocks and other objectives
- Arriving 5 minutes early for meetings
- Receiving emails stating: “Thanks for the quick reply”
- Completing a landlord request sooner than expected or required
- Following up with people when required to get a task done



*“It is not that we have a short time to live, but that we waste much of it.”*

– Seneca

***“We do what we say and say what we do” when we said we would!***

# Taurus Value: Be All-In



Most of the world goes through daily life going through the motions. Living for the weekend only to blink and its Sunday night... and repeat. If 1/3 of our lives are at work, then this is no way to live! Strangely, joy is also not found in an infinite state of repose and indulgence either. *2 weeks in an all-inclusive can prove that!*

And so, if the answer to finding joy is neither in going through the motions, nor in pure leisure, than we are left with only one option: to jump with two feet; to be "All-In".

## Our Best Self:

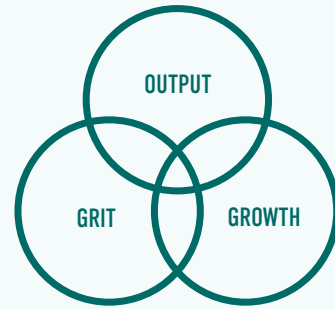
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Being "All-In" is about bringing our best self to everything we do; be it family, relationships, health, spirituality, religion, hobbies, etc. It is not about sacrificing everything for our career or organization.

It is our way of achieving the most out of life. We work hard. We bring energy and passion. We are engaged and contribute in order to maximize our impact. Our best days are our most productive. We love the spike in energy we feel when we're doing what we do best. We are not afraid of new challenges, change, or failure because we're always up for learning something new. We do not give up when things get difficult.



# 3 Disciplines of All-In



## 4 - Output



### Maniacal Productivity



If you have ever been in a flowery summer garden, you know the sound of bees at work. The collective buzzing is palpable. Sit and watch and you will see that bees really have deserved their title as busy.

Yet not all busyness is good busyness. It's not looking at or flying to flowers. It's not meeting about or talking about flowers. It's about one single task: collecting pollen. *A whole lot of it!*

### Get \$hit Done

Output orientated people love action. We have to-do lists, big ambitions and everything in between. We know talk is cheap. We know the difference between "stuff" and "output", and allocate time accordingly.



*"You see, in life, lots of people know what to do, but few people actually do what they know. Knowing is not enough! You must take action."*

– Tony Robbins



### Innovation Through Resourcefulness

When we have an overwhelming desire to be productive, our enthusiasm inevitably overflows into innovation. We can't help but find better ways to work.

In the movie, "Into the Wild", Alexander Supertramp perfectly portrays this when he quickly collects multiple loads of firewood with the help of an impromptu wood carrier. The feat forces his peace-loving comrade to exclaim: *"You're an industrious little F!#ker aren't you!"*

Innovation and resourcefulness are the building blocks of success, but only arise through a maniacal drive for output.



Output looks like:

- Completing tasks quickly and effectively throughout the day
- Being conscious of the minutes/hours required to complete tasks
- Being protective of our time and not allowing others to waste it
- Keeping meetings short or not attending meetings not relevant to you
- Enjoying days where we're busy but getting things done!



*"The most effective way to do it, is to do it."*  
– Amelia Earhart



### Overcoming obstacles and persevering through hardship

A marathon runner endures a long and grueling race. One foot in front of the other, pounding the pavement again and again. Neither body ache nor fatigue can stop her; she pushes through mental and physical barriers not with ease, but any way she can. She may slow, and she might even walk, but she never quits.

Grit is our unwavering determination to complete the race.



*“Grit is passion and perseverance for very long-term goals. Grit is having stamina. Grit is sticking with your future, day-in, day-out. Not just for the week, not just for the month, but for years. Grit is living life like it’s a marathon, not a sprint.”*

– Dr. Angela Lee Duckworth

### Do Hard Things

Worthwhile things come through consistently moving away from “easy” and towards “hard”. As the saying goes: *nothing worth having comes easy*. Grit is our vehicle for getting these worthwhile things done. Without it, we are shackled to a future of shallow work and low achievement. Worst of all, we cannot become our best selves and in turn are prevented from a fulfilled life.

### Grit is Earned

*Grit cannot be inherited, passed down, or purchased. It is mental toughness that is earned. The world is full of unfair advantages; on an individual basis and between countries and companies. Luck and chance are real, but Grit is the great equalizer. In the long-term Grit prevails.*



## 5 - Grit

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Grit is: perseverance, tenacity, determination, and resilience. It looks like:

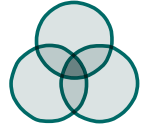
- Finishing projects or objectives, even when they become complicated and difficult.
- Having difficult conversations with tenants, contractors, and landlords.
- Experimenting, trying new things, failing; and trying again.
- Working with difficult people; standing-up for ourselves and others when needed.
- Showing up and putting the work in even when it feels hard.



*“The extent of the struggle determines the extent of the growth. The obstacle is an advantage, not adversity.”*

*– Ryan Holiday*





### The never-ending process of improving who we are

If we were tasked with chopping down a tree would productivity and perseverance be good enough? Lincoln doesn't think so:

*“ Give me six hours to chop down  
tree and I will spend the first four  
sharpening the axe”*

*– Abraham Lincoln*



### Sharpening Our Axe

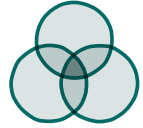
Sharpening our axe is a metaphor that highlights the importance of self-awareness and growth. It is pausing for a moment and thinking, “how can I do this better?”, “can I be better?”, “Is there a different way?” **This is a Growth mindset!**

Personal Growth goes beyond improving our tools, and includes acquiring new ones. Sometimes, the fastest way to cut down a tree isn't with an axe at all. In summary, continuous Growth allows us to:

- Become more Efficient —————> To achieve the same outcome **Faster**
- Master our Craft —————> To achieve a **better** outcome
- Grow Personally/Professionally —> To achieve a completely **different** outcome

## 6 - Growth

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*"Feedback is the breakfast of champions."*

– Ken Blanchard

### The Magic of Feedback

In an environment where we want to learn, feedback is our best friend. *...and not the one that tells you only what you want to hear!*

Where some people hide from hearing feedback, we understand that the most effective teams provide:

**1. A lot of feedback**

(Daily, weekly, monthly touchpoints)

**2. In all directions**

(Up, down, and sideways along the org. chart)

**3. Quickly**

(Not saved for later meetings)

#### Growth looks like:

- Continually finding better and faster ways of doing what we do
- Viewing failures and setbacks as opportunities to learn and be better
- Taking courses and reading books
- Asking questions: Why? What? Where? When? Who?
- Providing, receiving, and asking for feedback from team leaders and peers.

*"I learned to always take on things I'd never done before. Growth and comfort do not coexist."*

– Virginia Rometty



# Taurus Value: Be Human

Commercial property management is known for a lot of things: *Being Human* is not one of them. Rent needs to get paid; Leases need to be abided; Renewals need to be negotiated; Tenant disputes need to be mediated; Contractors need to be monitored; Arrears need to be collected. In the name of efficiency, its easy for these actions to become short and cold. *The industry standard!*

On the contrary, we believe there is a compelling case for bringing humanity back to commercial property management. We find value in breaking the “industry standard”.

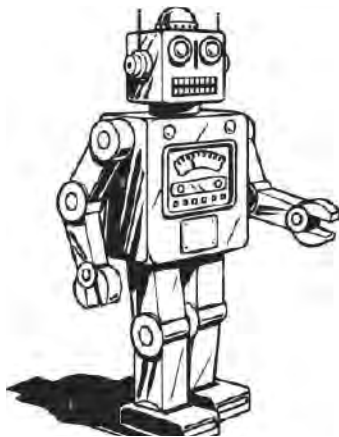
## We Make the World Better...

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From a 10,000 foot view, day-to-day life is simply a series of interactions; with each exchange, large or small, we have one of two options:

To make the lives of others: 1. BETTER or 2. WORSE

***Making the world better is what being human is all about.***

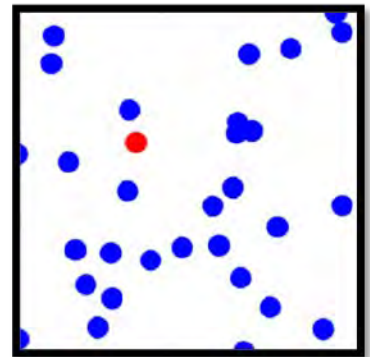


### **What is the opposite of human?**

A Robot! Everything that makes a human truly human is removed and replaced with plastic, metal, and lines of code: Beep. Bop. Boop.

Robots are transactional, emotionless, carbon copies of one another.

Being Human means the opposite: We care about people, we have feelings, and we're all unique!



# 3 Disciplines to Be Human



## 7 - Empathy

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### Placing ourselves in other people's shoes

Play a stringed instrument next to another and the second instrument will also resonate. Empathy acts in a similar way; both the feelings we emit and receive.

*"Empathy is seeing with the eyes of another, listening with the ears of another, and feeling with the heart of another."*

– Alfred Adler

### True Leadership

Empathy is the extraordinary ability to step into someone else's shoes, to truly understand and resonate with their thoughts, emotions, and experiences. It is the cornerstone of authentic human connection.

By making a conscious effort to see the world through the eyes of our colleagues, we build bridges and dissolve barriers leading to more effective and collaborative work culture.

**True leadership starts with empathy.**



## 7 - Empathy

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### A Smart Skill

It is important to note that empathy is not just a **soft** skill; it is a **smart** skill that can be cultivated and honed. By practicing active listening, seeking diverse perspectives, and embracing vulnerability, we can strengthen our empathic muscles and create a workplace where everyone feels safe, understood, and empowered to contribute their best.

#### Empathy looks like:

- Deeply listening to others to show their thoughts and opinions matter
- Living by the Golden Rule: Treating others the way we wish to be treated
- Offering support to those around us when they need it
- Creating a judgment-free environment, etc.
- Communicating with emotional intelligence and care for others.

*“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”*

– Maya Angelou





### Making the world around us better

To live a life of giving means dedicating our actions, efforts, and resources to benefiting and assisting others. It involves selflessness, compassion, and a commitment to making a meaningful impact on the lives of everyone around us.



#### Give vs Take

We all know giving vs taking when we see it. A “Take” mentality is cancer within an organization, but collective “Giving” is like a healthy fertilizer for workplace culture.

- Give first.
- Give without expectation.
- Give because it feels good and is the right thing to do.

*“The most meaningful way to succeed is to help others succeed. Focus attention and energy on making a difference in the lives of others, and success might follow as a by-product”*

– Adam Grant

### Ego is the enemy of Giving

Ego is about yourself, and giving is about others. Focusing on how to make other people successful is the best way to manage our ego. This means helping others, teaching junior staff, or going out of our way to help a tenant just because it’s the right thing to do.

Through this, we develop a sense of purpose and service within ourselves. *Our culture requires a “no ego zone”*

#### Giving looks like:

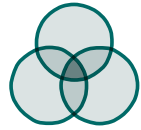
- Leaving our ego at the door
- Aiming to give more than we take.
- Doing something outside our job scope because it helps others.
- Making time to share knowledge, teach, and mentor colleagues
- Practicing servant leadership



*“No one has ever become poor by giving.”* – Anne Frank

## 9 - Authenticity

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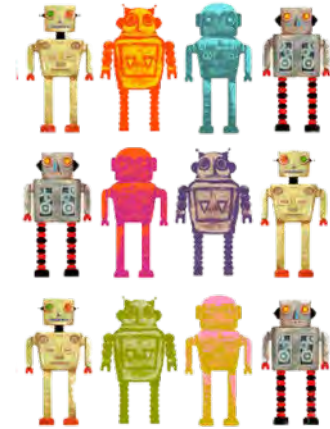
### Be Yourself!

As the cybernetic Borg from Star Trek would say: "you will be assimilated".

We do not assimilate. To be human, is to be the opposite of uniform. We are unique. We are ourselves. We are perfectly, imperfect. To be fully human, is to bring our full selves to work; which includes our unique personalities, quirks, and flaws.

As Oscar Wilde said:

*"Be yourself—everyone else is already taken"*



### We Diverge

Values for an organization are critical because they allow a team to converge on a carefully selected standard. Authenticity is unique as it celebrates our differences; to live it, we must diverge. After all, there is no standard; the standard is you and we're all different. *We're human!*

An authentic workplace is one where individuals feel comfortable expressing their true selves, opinions, and emotions without fear of judgment or reprisal. This fosters an environment of trust, open communication, and collaboration, ultimately leading to a better workplace culture.

### Unique Abilities

A workplace that celebrates your strengths encourages us to contribute our unique perspectives and talents. Each of us possesses unique abilities. The best teams leverage these unique abilities in unison with other team members with skills that are different and complimentary. Some people are great with ideas; others are great implementing them. Some people are great with organization, others are great with people.



#### Authenticity looks like:

- Communicating openly and honestly by sharing our true opinions or beliefs
- Admitting mistakes and shortcomings, and being open with those of others
- Practicing self-awareness and meta-cognition to better understand our own thoughts, feelings, and motivations
- Sharing our unique personality and experiences with those around us
- Celebrating our differences and crafting our roles to serve our unique strengths.

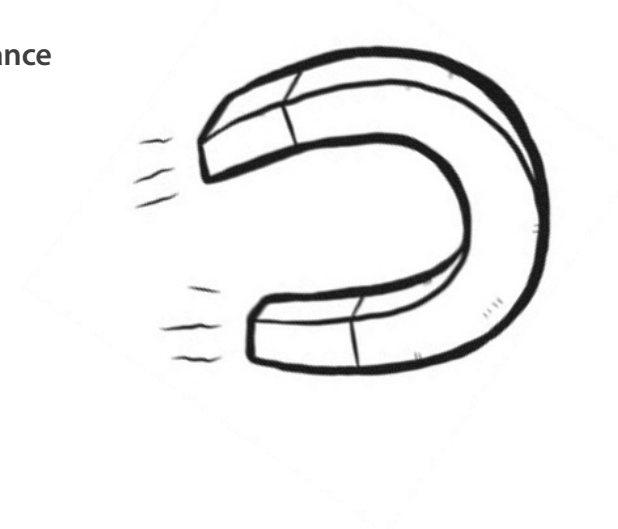
# Taurus Value: Create Fun



Work is not often associated with fun. After-all, how could it be? Emails, tenants, clients, expectations, deadlines, and meetings. Never-the-less, we all know people that seem to make these things fun despite the odds. They are fun-magnets; they know that if life is going to be short, we may as well have some fun along the way.

Valuing fun acknowledges the importance of balance between responsibilities and leisure, recognizing moments of enjoyment can:

- Boost creativity
- Reduce stress
- Strengthen relationships



## A Culture of Fun

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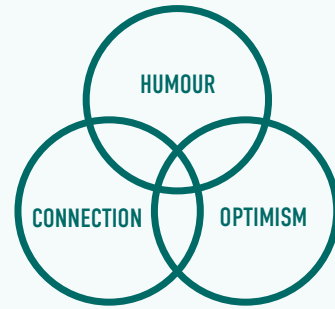
A culture of Fun encourages a positive outlook, facilitates bonding, and reminds us that life's journey is not all "business". It's a laugh and a smile about something silly. Integrating the value of fun may contribute to a more vibrant, engaging, and fulfilling existence, but it also just feels right.

**Exercise is to your physical health – as fun is to your mental health.**

Although fun is a simple concept it is also immensely nuanced and unique to the individual. That said, the 3 disciplines: Humour, Connection, and Optimism are universal in elevating our daily enjoyment.



# 3 Disciplines to Create Fun



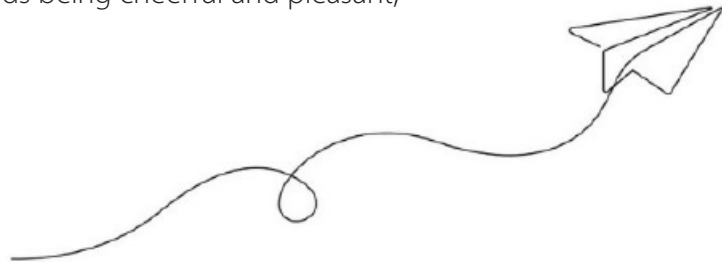
## 10 - Humour

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### Don't Take Life too Seriously...

Although the world doesn't need everyone to be a comedian, it can use more good-humoured people. These people find reasons to laugh and smile. Even when faced with difficulty, they strongly lean towards being cheerful and pleasant, irrespective of circumstance.



### Remembering Play

It's easy to get busy with the responsibilities of adulthood and forget the art of play. Play after all is just for kids, right? Of course not! Play is for everyone.

Play is immensely important to elevating our day-to-day. It provides colour in a black and white world, and light where there is none.

*"I have found that remembering what play is all about and making it part of our daily lives are probably the most important factors in being a fulfilled human being. The ability to play is critical not only to being happy, but also to sustaining social relationships and being a creative, innovative person"*

– Stuart Brown, MD

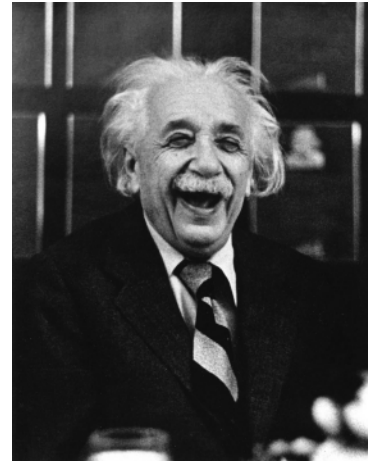


### You'll Never Get out of it Alive..

Many people have said this line, “**don’t take life too seriously**”, but only Elbert Hubbard added: “**...you’ll never get out of it alive**”. Tongue in cheek, Hubbard pointed out that if it’s all over soon, then we may as well have some fun along the way.

We are professionals and we get complicated and serious work done. However, to the extent that we can get away with, “humour” should be lathered on generously.

Note: in general, the better we are in our roles, the more “cheeky” we can be. Some of the greatest minds had the best senses of humour.



#### Humour looks like:

- Not taking ourselves too seriously
- Playing a good-humored prank
- Becoming someone people feel comfortable teasing
- Sprinkling some comedy into our interactions or laughing out loud! *Bonus points for Snorts!*
- Not letting adversity upset us and instead smiling through the difficulty.

*“A merry heart doeth good like a medicine”*

– Proverbs 17:22

# 11 - Connection



## Make time to be with people...

Humans are herd animals. We congregate, gather, and rally. We form clubs, gangs, and churches. The few exceptions who seek isolation often find that loneliness kills; figuratively AND literally. Yet, you can also be surrounded by people, and still feel alone. It's safe to say, it is a fundamental human need for all of us to feel connected.



## Safety and High Performance

The key to high performing teams is psychological safety, and the key to psychological safety is connection. A connected work environment is therefore one where we can raise our hands and say: "I made a mistake", "I've got things going on at home, and I need help", or "I don't understand". These are the simple day-to-day things we feel already, and a connected workplace creates a safe space for us to say them. If we can say these things, we can achieve things.

*"Connection is why we're here; it is what gives purpose and meaning to our lives."*

– Brené Brown

*"Safety is not the absence of threat, it is the presence of connection." – Dr. Gabor Mate*

## Gather

Making time to connect with colleagues enhances camaraderie and facilitates a sense of belonging. Sprinkling connection throughout our days makes easy days great and gets us through the tough ones. Make time for one another, 1-on-1 and in a group. As the kitschy home decor sign says: gather!

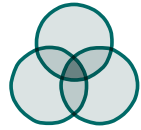
*The worst!*

The word "gather" written in a decorative, cursive script. A red arrow points from the text "The worst!" to the word.

### Connection looks like:

- Taking breaks, conversing with colleagues & remembering names, kids, interests, etc.
- Making people feel *Noticed* (seen and heard)
- Celebrating accomplishments, birthdays, and anything else we can!
- Intentionally scheduling consistent meetings as a group and individually
- Engaging in team building exercises, social events, and other activities.

## 12 - Optimism



### Live Life “Glass Half-Full”

Optimism and positivity have and always will be difficult concepts to articulate. People call it “outlook”, “energy”, or “good vibes”; some simply call it “happiness” and others call it “glass half-full”. Regardless of what you call it, it is widely agreed that it is NO FUN being around the opposite—pessimistic negative people. *NOPE!*



*“A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.”*

– Winston Churchill

### It’s a ‘Yes’ Mentality

In our work, we’re faced with a myriad of ill-informed people stumbling our way. After some time, it’s easy to let a negative ‘No Mentality’ sneak into our operating system. We must be intentional about protecting our optimism and helpfulness, and we do so by training ourselves to say “yes”. “Yes we can do that”, “Yes, let’s give it a try”, “Yes, worst case we learn something!”

### Gratitude for Today

Optimism for today is called gratitude. The decision to appreciate the water you already have in your glass, and not fixate on what you lack, is the feeling of gratefulness. Gratitude is a practice that opens the doors to all that is good in life and is a prerequisite to enjoyment, happiness, and fun. Beneath the surface of all things Fun, is a sliver of gratitude.

#### Optimism looks like:

- A Smile
- Responding with Yes, not reacting with No.
- Lighting up a room with our energy!
- Seeing the good in a difficult situation.
- Starting meetings with “wins”.

Optimism is an attitude that defies circumstance. It is a decision to allow joy into our lives and be someone people love working with. As Richard Branson says, “Positivity breeds positivity,”.



