



Sudoku solution from page 3

29 Pinewood Forest Ct., Ste. 200
The Woodlands, Texas 77381

www.BAQ1.com

TOLL FREE 866-367-1177

PRST STD
US POSTAGE
PAID
BOISE, ID
PERMIT 411

Return Service Requested

1

BAQ Turns 30!

2

3 Ancient Inventions That Puzzle Historians

Have a Laugh With Travis

3

Get Your Building Hurricane-Ready

Why 'Overpromise, Underdeliver' Is Never a Good Strategy

4

'Influence' and the Psychology of Yes

'Influence'

A ROADMAP TO CLOSING DEALS

Business majors and longtime entrepreneurs will be very familiar with this work. And in an age when many shiny new theories on leadership and personal development come out every year, it's refreshing to revisit a classic that has stood the test of time. Thirty-five years after its original publication, "Influence: The Psychology of Persuasion" should still be required reading for marketers, small-business owners, and anyone else looking to improve their negotiation skills.

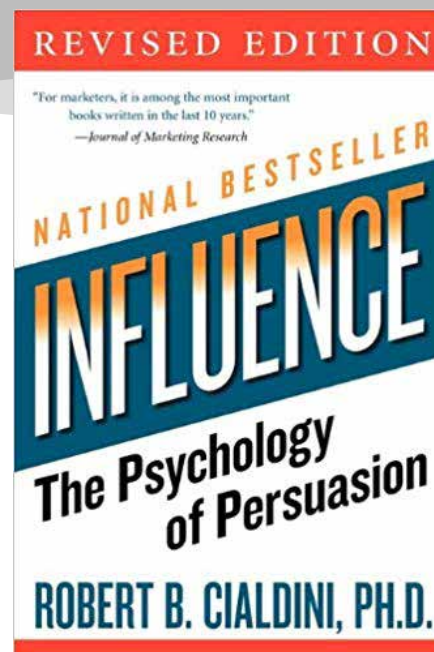
Written by Dr. Robert Cialdini, "Influence" explores why people say yes. A professor of business and psychology, Dr. Cialdini is uniquely qualified to tackle this question, combining scientific data with practical applications. "Influence" is still a subject of praise, with marketing research groups and journals of psychology lauding the book as a "proverbial gold mine." You don't have to get too far into "Influence" to see why.

Dr. Cialdini lays out six "universal principles" of the human psyche. These include "Reciprocity,"

our tendency to want to return perceived kindness or concessions; "Commitment and Consistency," our tendency to cling to past decisions; and "Scarcity," our tendency to assign value to things based on their rarity. While these may sound like surface level business concepts, the way Dr. Cialdini uses these principles as a launching point gives "Influence" value.

With each principle, the author dives into examples of how these psychological elements can be used by you or against you in any negotiation. Take "Commitment and Consistency" for example. If you are able to get a person to agree with you on several small points, you lay the groundwork for them to agree with you in the future. Conversely, you can be more alert when people try to use this tactic on you.

One of the most powerful results of reading "Influence" is that it helps you recognize behaviors you yourself were unaware of. Indeed, that's the whole underlying thesis



of Dr. Cialdini's work: As social creatures, we all have habitual behaviors geared towards finding common ground with others. Once you are aware of these behaviors, you'll begin to see conversations and negotiations in a whole new light.

4



What's Changed?

CELEBRATING 30 YEARS AND COUNTING

I started Building Air Quality 30 years ago. Indoor air quality was still a relatively new field at the time, and I had no idea what this industry would become. Back then, we focused on IAQ consulting and cleaning air conditioning systems. I couldn't have predicted that over the years it would develop into a full-time business doing environmental readings, looking for airborne matter, sampling water quality, determining the impact of moisture on a building, or using thermal imaging cameras to make sure a building has dried properly.

The kind of work I do isn't the only thing that's changed. When I first started the company, I offered my services to all types of clients. I would go to homes, medical buildings, school districts, commercial buildings, and work with virtually anyone who called. Within two years, I started to get a sense of who I really wanted to work with. In fact, I pretty quickly made the decision to focus exclusively on commercial office buildings. Over time, I had the opportunity to work in a few select school districts as well as a number of federal buildings that have been very interesting.

It's difficult to condense 30 years into a single article. There have been countless jobs and many different experiences. I've enjoyed big successes and made some mistakes I had to learn from. But one thing I'm really proud of is the fact that I've been able to keep my doors open for so long and continually grow my customer base.

During the "mold rush" between 1998-2004, everyone and their brother was jumping at

"... I'm proud of the way I've been able to run my business and watch it grow every year."



the chance to start or grow a business to take advantage of the ridiculously high insurance money that was out there. But while everyone else was staffing up, I gave presentations to building owners, property managers, and their staff, teaching them how to address and prevent mold in their buildings. When the insurance money dried up, a lot of companies disappeared, while others had to let people go. Meanwhile, I was still growing my customer base because my clients knew I was there to help them, not make a fortune off of them.

This isn't to imply I'm running a charity service, but I'm proud of the way I've been able to run my business and watch it grow every year. I got into the business to learn something I thought would be extremely challenging. It certainly has been a challenge, but eventually, I realized my role is to help my clients move forward in a positive way. Today, my mission is to prevent problems from

occurring in my clients' buildings and to help them safely resolve the problems that do arise.

Today, most of my clients are the kind who call me right when they hear there's a problem and ask me how soon we can come out to their building. They're committed to providing the best customer service to their own clients by ensuring they are operating in a safe environment. This is something I can appreciate because that's how I've been conducting my business for all these years.

Thank you all for 30 years of support. Building Air Quality wouldn't be what it is today without you. We look forward to continuing to work with you in the future.

Train West



We Still Don't Know How They Were Made

Even as the modern world becomes more technologically advanced, we still haven't been able to uncover all the secrets of some ancient civilizations. From waterproof fire to unbreakable steel, these carefully guarded inventions were taken to the grave and have never been recreated or rediscovered. Like the civilizations that birthed them, they have been lost in time.

Greek Fire

There's a reason the Byzantine Empire ruled the land and sea in Eastern Europe for seven centuries. That reason was Greek fire, an incredibly flammable, petroleum-based substance that the Byzantines used to incinerate their enemies. It was unique from other incendiary materials because water purportedly did not put out the fire. Some even reported that water helped it spread. Its composition was carefully guarded by the Byzantines, and with the decline of their empire, the secret ingredients for Greek fire were lost.

Saksaywaman Blocks

On the other side of the world, the ancient Incans built an awe-inspiring citadel outside Cusco, the capital city of their empire. It was called Saksaywaman, and it functioned as a fortress, temple, and storage depot. However, it is not the function of the citadel that is mysterious, but the architecture. The walls of Saksaywaman are made with large stones, some weighing 200 tons, that are cut so precisely that mortar was not necessary to hold them together. The technique the Incan stonemasons used to fit the variously shaped stones is still unknown, but its construction allowed the citadel to withstand earthquakes for centuries.

Damascus Steel

In 500 A.D., superior swords and knives began to appear in the Middle East. It was said that their blades could cut through a feather midair and that they were stronger than any other metal. "Damascus steel" was named for Damascus, Syria, the city where the steel was supposedly created. However, the secret to creating the blades was in the steel ingots from India used to make them, called Wootz steel. The technique for creating Damascus steel was lost in the 18th century, and though many have tried, no one has been able to replicate Wootz or Damascus steel.

Storm on the Horizon

Vital Steps to Prepare Your Building for Hurricane Season



It's been two years since Hurricane Harvey devastated Texas in the worst disaster in the state's history. In the first 24 hours, two feet of rain fell, giving way to an unprecedented 1,000-year flood event. As one of the costliest hurricanes on record — second only to Hurricane Katrina in 2005 — Hurricane Harvey required \$125 billion in federal relief for repairs and assistance.

We find ourselves at the beginning of hurricane season yet again. Earlier this spring, the Colorado State University (CSU) Tropical Meteorology Project and AccuWeather predicted we'll see between five and seven hurricanes this season. But as AccuWeather Atlantic hurricane expert Dan Kottlowski noted when the predictions were released, "It only takes one."

Historically, predictions from CSU and AccuWeather tend to be fairly accurate. As hurricane seasons grow steadily worse each year, it's crucial for property managers and building owners to be ready for major storms. Here are three questions to ask yourself before the rain starts to fall.

What's the Risk?

The four biggest threats in a hurricane are high winds, storm surges, torrential rains, and tornadoes. Do some research to address the biggest threats to your building. Have a licensed inspector come out and check your building for threats, which may include repairing the roof, retrofitting doors and windows, or removing trees that could fall in high winds. You can also check your building's flood risk on the FEMA website at MSC.Fema.gov/portal/home.

What Does Your Insurance Say?

Building owners should review and clarify their insurance policies well before any disaster can take place. Make sure you know what you're not covered for and prepare to address those areas if need be. Now might

also be a good time to update photos and record the current state of your building, in case you need to measure the damage after a storm.

Who You Gonna Call?

Maintaining open channels of communication before, during, and after a storm is crucial for getting your building up and running again as soon as possible. Collect contact information for staff members and key tenants, including phone numbers, addresses, and emergency contacts. Then create a communication plan to determine how important information will be relayed, be it through phone calls, text messages, email, or social media.

You also want to have a list of consultants or contractors that you can rely on to help with disaster recovery. This includes flood water remediation, electrical contractors, roofing or waterproofing contractors, and other persons (yes, IAQ consultants too) who can help ensure your building is safe for occupants should it suffer damage during a bad storm. If possible, establish a contract with these companies so they are guaranteed to come out after a storm. The last thing you want is to have your flooded building at the bottom of a long waiting list.

Building Air Quality does not offer these kinds of service contracts. However, it is possible for you to arrange for your building to be at the top of the inspection list should you suffer from any hurricane damage. Just give us a call in advance at 866-367-1177.

In preparation for hurricane season, Building Air Quality has also created a valuable infographic to help your staff quickly respond to water damage in your building. To receive a free copy of this infographic, go to BAQ1.com/WaterDamage.

The Perils of the 'Overpromise, Underdeliver' Mentality

Don't Set Your Team up for Failure

While trying to woo your next big client, it can be easy to get caught up in doing whatever it takes to close a sale. What starts as a simple pitch can quickly turn into promising the moon if you let it. Starting down this slippery slope creates unreasonable expectations and sets your relationship with your prospect up for failure. When you overpromise and underdeliver, you develop a system of dysfunction that fosters lukewarm clients you won't retain. But lost sales won't be the only consequence; you'll also form a culture of dysfunction within your team.

Retention

Employee retention should be at the top of every business owner's mind. Depending on your industry, a new hire can cost thousands — even tens of thousands — of dollars. In light of today's strong economy and low unemployment rate, many large businesses have shifted their hiring strategies to poach talent from small companies. This threat of losing employees causes many small-business owners to overpromise and underdeliver in their internal communications. Making promises you can't keep to employees results in a high turnover rate, low morale, and lack of trust.

Recruiting

The competitive job market has led to aggressive headhunting for top candidates. But in some cases, aggressive recruiters promise grandiose perks and unsustainable work environments. Just as with a sales client, overpromising and underdelivering is a sure way to set new employees up for failure. When you perpetuate a facade of what your company can actually provide, you open the door for disappointment and regret. The consequences become evident when employees leave or cultivate negativity within your team.

So how do you avoid these pitfalls? The best place to start is by bonding the actions of your company and its teams to the values that make your business successful. Another key is to have confidence in the culture of your company. Many leaders succumb to the idea of overpromising and underdelivering out of fear. If you've created a dynamic that breeds creativity, accomplishment, and growth, you'll never have to make promises in the first place.



HAVE A LAUGH WITH TRAVIS



SUDOKU

	6		7	9		2	
						8	
7		3		2			
2	4						
		7				6	5
	9	6	2				
				8			
				4		3	7
1		9			7		4