



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

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

Ahead of the Curve

2

How to Cultivate a Culture of Gratitude

3

Could New Curtains Solve IAQ Problems?

How Being Open to Growth Leads to Success

4

Is Your Company Ready for the 4-Day Workweek?

Monday–Thursday

ARE 4-DAY WORKWEEKS THE SECRET TO PRODUCTIVITY?

Could you get more done with one less day in the week?

Of course not! Most of us need *more* time in the week, not less. At least, that's the assumption. But a New Zealand company recently proved that when it comes to company productivity, less may mean more.

In March of 2018, Perpetual Guardian, a finance management company in New Zealand, began testing a four-day workweek for its 240 employees. Researchers from the University of Auckland and Auckland University of Technology studied the firm before, during, and after the trial. Perpetual Guardian isn't the first company to test-drive a four-day workweek, but during the trial period, they did something unusual: They didn't reduce employees' salaries.

Paying employees for five days of work while only requiring four days sounds like a surefire way to bankrupt a company, but researchers found the change had the opposite effect. By trimming the hours down and maintaining pay,

Perpetual Guardian saw a 20 percent increase in productivity. The shorter workweek motivated employees to get their work done quicker by cutting down meeting times, becoming more self-motivated, and telling their colleagues when they were being distracting.

After the trial, employees at Perpetual Guardian also reported feeling 7 percent less stressed and a 24 percent improvement in work-life balance. Considering the fact that burnout — and the sick days that come with it — is such a problem in the United States, providing employees with a better work-life balance may be the secret to a happier, more productive workplace.

After the successful trial, Perpetual Guardian opted to stick with the four-day workweek permanently. They provide several tips for implementing a four-day workweek at your company.

- Do your own web and local research.
- Speak to your staff and be clear about your objectives.



- Ensure policy is well-supported and resourced.
- Create a policy that can flex depending on workloads, projects, or customer requirements.
- Let your customers know what's going on and assure them there will be no drop in service.
- Ensure the new employment structure doesn't cut across legal requirements.
- Be clear that the aim of the initiative is to benefit the company as well as the employees.
- Recognize that flexible working initiatives aren't magic bullets.

If you're interested in learning more about Perpetual Guardian's four-day work week, check out the white paper written by The University of Auckland researchers at 4DayWeek.co.nz/ **four-day-week-trial**.

4



Winds of Change

HOW HOUSTON WINS AT IAQ

Earlier this year, I attended a conference where I had the opportunity to talk to people from other parts of the country who work in indoor air quality. I learned a lot about IAQ problems other cities are just starting to acknowledge, like certain approaches to dealing with mold. This surprised me because they were things that we have been dealing with in Houston for over 15 years. Due to the fact that we were dealing with mold so long ago, everyone in Texas seems to know the ins and outs of dealing with it.

Over the last couple of years, I've seen how we're beginning to reach that same level of general understanding when it comes to the importance of indoor air quality.

Building owners and property managers have become more mature when it comes to dealing with IAQ. Years ago, I would often get panicked calls when there was a problem or when tenants complained. Now, the calls I get often tend to be more proactive. I'm asked to walk the building and look for preventive opportunities from the mechanical, custodial, and tenant perspective to identify and stop problems before they can actually occur.

Now, I've been doing proactive IAQ surveys for 20 years, but for most of that time, I was only walking 7–10 buildings a year. In the last three years, that number has grown to 20 buildings, with more to come. I see that as a sign that more and more owners and managers are trying to get ahead of the issues to prevent liability and exposure. The increase in proactive surveys

“ Building owners and property managers have become more mature when it comes to dealing with IAQ. ”



goes along with a recent surge in demand for our indoor air quality management program.

Several years ago, one of our clients asked for help creating an IAQ management program. We put the paperwork and processes together into one system that they could then use on every property they owned or managed. Using that system provided everyone at the company with the correct steps to take when faced with an IAQ problem. It helped them evaluate their systems, determine their response, and even provided simple guidance for the tenants on the “shared responsibility in IAQ.” It was pretty successful! And now, we're getting calls for the IAQ management program again.

Establishing an IAQ management program is a powerful step in being proactive about the IAQ of your buildings, especially if you have multiple properties. Simply put, it assigns one

person as the IAQ manager, and then parcels out the smaller (but critical) tasks to engineers, custodians, pest control staff, and others.

Without an established IAQ management program, if you ask your team how to handle an IAQ matter, you'll get varied answers. However, when you have a program in place and an individual who manages that program, there is only one answer and one direction to follow. And that's a time-saving process.

This all signals an important change in the attitude of building owners and property managers, which makes me pretty happy. They're not playing defense anymore and are instead trying to get ahead of the curve. I like being a problem-solver, and when more of my clients let me help them proactively, I call that a win!

Train West



Why You're Experiencing Churn Instead of Gratitude

No matter how much someone loves their job, at the end of the day, most people come to work to get a paycheck. But providing steady income to your employees doesn't mean they will automatically feel appreciated and stick around, and it shouldn't! If you're struggling with employee churn and an unhappy workplace, it's time to look at how you can create a culture of gratitude.

Be a Leader

If you want to cultivate a culture of gratitude, you need to lead the charge. This doesn't have to be a big production; a quick, genuine "thank you" when you're passing through the break room can go a long way. A study from the University of Pennsylvania found that when leaders expressed gratitude to their employees, those employees were 50 percent more successful. Plus, employees that feel appreciated tend to have a higher degree of job satisfaction, which is crucial for longevity.

Keep Compensation and Benefits Current

Offering good benefits shows employees you're invested in their overall health and futures. If you find yourself losing good employees to your competition, it might be time to look at what they offer that you don't. Are you paying employees a fair wage for their work — or better? Do the benefits go beyond the legally required minimum? Are they the kinds of benefits your employees actually want and need? Having a reputation for offering the best benefits in your area will attract quality employees and make your current employees feel valued, keeping them from seeking greener pastures.

Prioritize Respect

Respect is one of the top three things employees look for in the workplace. In fact, a 2012 survey of social workers found that a lack of respect is a large contributing factor of voluntary turnover. Paul Marciano, organizational psychologist and author of "Carrots and Sticks Don't Work," outlines a few critical ways managers can show respect.

Equip employees with the tools they need to be successful. Set clear expectations and hold employees accountable. Practice thoughtfulness, empathy, and kindness. Trust in your employees' abilities — don't micromanage.

Employee happiness doesn't have to come at the cost of company profit — just look at Salesforce! This global CRM leader was voted the No. 1 spot on Forbes' "100 Best Companies to Work For" list in 2018. More often than not, happiness translates to overall success. Look around and see how you can start building a culture of gratitude and happiness at your own company.

When Interior Decorating Impacts IAQ

How IKEA is Solving IAQ Problems

The World Health Organization (WHO) estimates 8 million people die worldwide each year due to complications from air pollution. Around 91 percent of people breathe in air pollution that exceeds WHO's safety guidelines, and it's not just outdoor air we need to worry about. As air pollution worsens, indoor air quality can also be affected. This is what makes IKEA's newest product so interesting.

In February 2019, the Swedish furniture giant announced Gunrid, an air purifying curtain. Improving air quality has been a big mission for IKEA since 2012. Last year, IKEA launched the Better Air Now initiative with the goal of turning rice straw into renewable materials for their products. Gunrid is the next big step in the company's mission.

The curtain fabric is treated with mineral-based photocatalysts. When the Gunrid curtain comes into contact with light, it breaks down common air pollutants, like formaldehyde. The photocatalyst is activated by sunlight and indoor light, so the curtains can clear the air at any time, day or night. Gunrid has been compared to a houseplant, which isn't far off; the photocatalysts behave a lot like photosynthesis in plants.

Does this really work?

Early laboratory tests say yes. IKEA has been working with universities in Europe and Asia for years to develop this unique technology. Company representatives reported laboratory tests were conducted to make sure the photocatalysts are effective and safe. Chamber tests and home tests are planned in the coming months to prove Gunrid can remove volatile organic compounds from a room. At the moment, Gunrid has the potential to become a revolutionary product.



"We wanted to create a simple, convenient, and affordable way to clean air that wouldn't take up much space in people's homes," said Mauricio Affonso, product developer at IKEA Range & Supply, of the inspiration behind Gunrid. "We were also curious about creating a product that is multifunctional and would help break down air pollutants that many air purifiers leave behind."

Curtains aren't part of most workplace aesthetics — as Affonso said, the Gunrid was created with homes in mind. But this new technology could expand to other materials, helping purify air without excess electricity. Imagine carpets or desk chairs that can purify the air in your building. And unlike office plants, you don't have to worry about Gunrid being overwatered and growing mold.

The Gunrid air purifying curtain will be available in IKEA stores in 2020. While this product won't solve all your IAQ problems, it's a promising start. These kinds of innovative solutions can help solve IAQ problems that have plagued us for years and offer great strides in combating the problem of air pollution.

HAVE A LAUGH WITH TRAVIS



SUDOKU

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

The Power of 'Mindset'

How Being Open to Growth Leads to Success

For decades, Dr. Carol S. Dweck studied the phenomena of success. How is it that some people are able to grow their business, stay fit, or achieve their personal goals while others in similar situations stall out? "Mindset" is Dr. Dweck's answer to this question. Subtitled "The New Psychology of Success," this book chronicles the Stanford psychologist's findings, which suggest an inseparable link between belief and achievement.

According to Dr. Dweck, people tend to think about the challenges in front of them in one of two ways. They either have a "fixed" mindset — believing that their talents and abilities are static, intrinsic properties of who they are — or a "growth" mindset — believing they can improve every aspect of themselves with practice and perseverance. Those who approach life's hurdles as an opportunity for growth are the ones who find long-term success.

If you've ever said "I'm just not good at math" or "I'm not a natural leader," you've fallen into the fixed mindset trap. If you believe there's nothing you can do to change your circumstances, you'll never strive to improve them. The same is true of positive fixed opinions of yourself. Dr. Dweck points out that those who believe themselves to be "a great boss" or "an amazing athlete" are also doing themselves a disservice. Once you think your skills are tied to who you are as a person, you'll avoid challenging them for fear they might be found wanting. This leads your talents to atrophy as you seek detours rather than facing challenges head-on.

Dr. Dweck argues that, instead of falling victim to the pessimism and self-delusion that defines fixed mindset thinking, we need to recognize that the path to success lies in open-minded perseverance. "A person's true potential is unknown (and unknowable)," she says. "It's impossible to foresee what can be accomplished with years of passion, toil, and training." Not only does "Mindset" drive this point home with well-documented experiments and studies, but it also provides a workshop to help people break free of their fixed mindset and find success.

