



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

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

So You Think You Know IAQ?

2

Should You Skip Breakfast?

Strange Occurrences

3

Keep Your Team on the Same Page

4

Execution Is Greater Than Strategy

Execute Strategy and Kill Stagnancy

3 TIPS FOR EVERY BUSINESS LEADER

"To me, ideas are worth nothing unless executed ... Execution is worth millions."

-Steve Jobs

Anyone can take this advice to heart, whether you're a stay-at-home parent or the CEO of a Fortune 500 company. Ideas are easy, but no one becomes successful because they had a great idea. Success comes from putting that idea into action. Being able to execute a plan is a skill every business leader needs. Here are three steps to help you improve your execution.

1. Ditch Perfection

Have you ever watched a behind-the-scenes featurette of your favorite movie? Some of the most successful films were all but unrecognizable in their early phases. In fact, a lot of early concepts are terrible. Look up the original designs for Woody in "Toy Story" to see for yourself. Fortunately, rather than wait

for the perfect script, creators executed their visions and make changes as needed.

Putting off action in favor of creating the perfect plan or strategy leads to stagnant business. Successful people know that plans take many shapes before they reach their final form. Don't jump into something without a clear plan, but don't be afraid to define your strategy as you go. There's a reason audiences won't be flocking to theaters to watch the latest galactic adventures of Luke Starkiller this December.

2. Be Methodical

While you shouldn't wait for the perfect plan, you shouldn't be flying in blind, either. You can be too energetic about execution. Make sure everyone involved in a plan knows their responsibilities. Confusion will torpedo any strategy faster than you can say, "Who was in charge of this?" The Harvard Business Review states, "Having the discipline to organize



people, assemble resources, and then generate a plan that others can commit to will collectively improve execution."

3. Evaluate, Evaluate, Evaluate

We're not saying you should micromanage your team, but you do need to be checking in on a regular basis to evaluate progress on your plan. Schedule monthly or quarterly meetings to go over the strategy. This is where you look for any changes that need to be made and refine the strategy.

A smart strategy feels reassuring, but learning to execute a plan is the only way to make progress. The best business plan in the world is worthless if you never follow through.



281-448-1100 or TOLL FREE 866-367-1177

www.BAQ1.com

November 2019

Tools of the Trade

WHAT MAKES AN IAQ EXPERT

Technology is only as smart as the person using it. A quality graphing calculator might be able to determine the force needed to break free of the Earth's gravity, but I'm not a rocket scientist. You could give me the fanciest calculator on the market, but you shouldn't use any equation I come up with to build rockets. It's not enough to have a quality piece of equipment; you need to know how to use it. Two projects I recently became involved with prove this fact clearly.

The first project came to me after a large-home builder received complaints from a person who purchased one of their new homes 18 months ago. The homeowner noticed an unusual odor and rented some equipment to do some testing of their own. Not satisfied with the results of the rented equipment, they hired a home inspector who came in with a pretty elaborate piece of equipment. After doing some testing, the inspector came back with a report that claimed there was high levels of formaldehyde in the home.

The second situation came from a large commercial property management company who was involved in a workers' compensation claim. The claim was filed by a tenant's staff member who claimed the indoor air quality of the building they worked in harmed their health. In response, the company hired someone to investigate their IAQ. The man they hired brought in a fancy piece of equipment and ran 35 tests on the top floor of the building. When the man came back with the results, he claimed everything looked good and there were no problems.

But there were a number of problems with how both these projects were initially handled.



The reason I was called in was because the equipment in both cases produced a 35- to 40-page report. These massive reports were filled with readings neither of the inspectors were trained to interpret. Then the reports were handed over to the tenant and then the building owners who didn't know what to make of them, other than forwarding them along to me.

After reading the reports, my response was pretty simple: It was obvious that both investigators used one particular instrument that doesn't require any understanding or background knowledge of the work these people were claiming to do. The equipment is easy to run, and though it provides a very voluminous report, it doesn't provide the training to understand the report or to even run the tests correctly.

When I looked over the report from the commercial building, the summary noted, "The sample at area 26 shows high levels of carbon dioxide. This could be because I breathed on the instrument." I was floored. He might have

breathed on it?! Who would ever turn in a report like this?

Somehow more troubling is the fact that this piece of equipment needs to be calibrated annually. Otherwise the data is no good. I've spoken to people who purchased this equipment years ago and were still charging clients to run tests despite not calibrating the instrument since they bought it.

These kinds of situations drive me crazy for a number of reasons. First, I saw a homeowner and a tenant in a large building pay good money for a massive report that was poorly organized, offered no solutions, and may have been based on tests run using equipment that hadn't been properly calibrated. It's incredibly dangerous to make decisions based on bad data, especially when a family's health or a lawsuit is on the table.

I've been in this business for decades, and that experience has taught me a lot. The equipment I use is quality, but my knowledge and my experiences are what I rely on to do a good job for the people I work for. The trouble is that there are a lot of misguided people out there misrepresenting the industry. Anyone can become an IAQ expert if they're willing to put in the hard work to gain the knowledge and experience.

A fancy piece of equipment doesn't make someone an IAQ expert; just like a graphing calculator wouldn't make me a rocket scientist.

4



The Truth About the First Meal of the Day

Sometimes you skip breakfast simply because you don't have time to eat. Other times, you skip breakfast because nothing really appeals to you. This is a common occurrence for many people across the country. But when you skip breakfast, you may find that you feel just fine. It begs the question: Is breakfast really that important? Do you *need* to eat breakfast?

It depends. Most people can skip breakfast and be totally fine. They'll make it to lunch without skipping a beat. It all comes down to how you *feel*. Some people need breakfast or they'll have to deal with mood swings — often referred to as being “hangry” — caused by low blood sugar. A healthy breakfast can stabilize your mood, helping you feel more positive, energized, and focused throughout the morning.

We can, however, bust the notion that breakfast is the “most important meal of the day.” This phrase was used to market breakfast cereal in the last century. In reality, it doesn't mean anything. The most important meal of the day is whichever meal you get the most out of, whether it's nutritional value, enjoyment, or both.

Having a healthy, protein-rich breakfast does come with benefits, though. It gives you energy for the day and helps you avoid scrambling to find something to eat a couple hours later when hunger sets in. All too often, skipping breakfast (or having a carb-heavy breakfast) leads people to raid the vending machine or make unhealthy food choices they wouldn't ordinarily make.

Along these same lines, skipping breakfast may encourage you to eat more later in the day at lunch or dinner. You may think you're saving calories, but over the course of a day, you can end up consuming more calories than if you had simply eaten breakfast.

With so much research on the subject of breakfast, one thing is clear: You should eat when you feel hungry. You don't have to live by the conventional wisdom of “three squares a day.” When you listen to your body, you'll feel better for it!

Something in the Air

STRANGE CASES OF IAQ MYSTERIES

While most indoor air quality issues are pretty straightforward, the mix of environmental factors and human elements can create some surprising circumstances. It's not all mold from water damage or problems with the HVAC system. Just look at these strange IAQ mysteries we've solved over the years.

Troubling Trophies

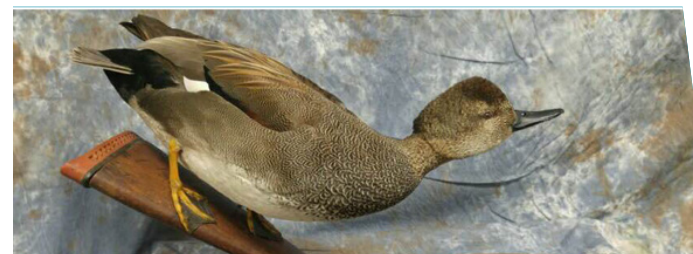
When the vice president of transportation at a large oil company began complaining of throat and sinus irritation after sitting in his office for just 30 minutes, we came in and ran all the usual tests. A laboratory analysis of the air samples we collected reported unusual bacteria in the office — the kind of bacteria usually found on the skin of dead animals. It's not unheard of for invading pests to die in an office building, but an hour of searching above the ceilings, down the walls, and under furniture didn't reveal any critters. What we did find was a taxidermy duck sitting on the credenza of the VP's desk.

The duck had been perched in the office for at least 10 years. The VP believed the custodians were cleaning the creature, but a quick inspection revealed a thick layer of dust on the duck's feathers. We sent samples to the lab, which confirmed the bacteria was growing on the trophy. Apparently the presence of dust can encourage the growth of bacteria on the skin or fur of trophy mounts. This bacteria can impact IAQ and lead to health issues.

Custodial services are rarely responsible for cleaning taxidermy, so unless the occupant can keep it clean themselves, the stuffed animal must be removed from the building.

How Does Antifreeze Get Into a Building?

The power of suggestion can go a long way. Just by asking other people, “Do you smell something bad?” a tenant can encourage others to complain about IAQ. This is what happened on the 13th floor of an office building when the receptionist began to complain about a “chemical-like” odor that



permeated the floor two to three times a week. As the receptionist, she spoke with every person who visited the floor. At one point, she mentioned the smell to a company mechanic, who said, “You are probably smelling antifreeze. That's something that should never be in a commercial office building.”

Believing there was antifreeze in the environment, the receptionist became more vocal and angry. We were brought in to run our usual investigation and found nothing out of the ordinary. At the same time, the tenant's environmental health and safety department was running its own investigation for the staff. Even their expensive testing for volatile organic compounds found no problems. However, the receptionist continued to report the offensive odor.

In an attempt to channel her concerns, Travis West gave the receptionist his cellphone number to call the next time she smelled the odor. When she called about the odors one morning, Travis rushed right over. He arrived just in time to smell the “sweet, sticky odor” the receptionist had described. Following his nose, Travis found a young woman in a cubicle just about to head to the kitchen to clean an empty, sweet-smelling bowl.

The receptionist confirmed that the smell from the bowl was the same odor that had been making her sick. It turns out the other employee was heating up maple-flavored oatmeal in the company break room. Each of the mornings that she heated her oatmeal correlated to the receptionist's complaints.

IAQ is a shared responsibility. It's important to make sure everyone is aware of what they're bringing into a space and how they impact indoor air quality.

And above all else, don't give them maple-flavored oatmeal!

HAVE A LAUGH WITH TRAVIS



SUDOKU

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

Solution on Page 4.

Resource of the Month: TRELLO

Software to Keep Projects Moving

When projects fall apart, who's to blame? Is it the person who missed a deadline? The one who forgot to pass along an important message? The manager who didn't leave enough time for the project to get done? Ultimately, it doesn't matter.

The truth is that it's less important to ask who's at fault when projects fall apart and more useful to ask, “How do we keep this from happening again?” Stop playing the blame game and get your team in shipshape with the best project management software available, Trello.

Simple as Pie

No one wants to learn a complicated new system just to get their job done. This is why Trello can be broken down into three simple parts: boards, lists, and cards.

- A board is the overall project currently being worked on. Each board has specific members attached who can view the project, control the process, and communicate with one another.
- Lists divide a board into each stage of the process. Think of it as “to-do,” “doing,” and “done.” This is a great way to organize tasks and see what's going on in each stage of the project at a glance.
- Cards are the specific elements of a project that must be accomplished. A card might be “patch software bug,” “research blog post,” or “address tenant IAQ complaint.” You can attach images and files, assign members, set deadlines, and add comments to any card. Each card has all the information anyone on the project needs to get that piece of the project done.

Collaboration Is Key

No one wants a project to stall because they have to dig through old emails or track down someone in another department. From the ground up, Trello is built with collaboration in mind. With Trello, the whole team has access to the entire project and can address issues or questions instantly — no more meetings that could have been simple emails.

Whatever You Need

Some companies waste thousands of dollars to build project management software that can do what Trello has already mastered. The simple system can be customized to suit your team's unique needs. Trello is already used for property management, investing, or managing marketing campaigns as well as for planning weddings or running Dungeons & Dragons campaigns! Whatever project you're working on, Trello can be used to get it in motion.

Don't let major projects fall apart because of poor organization. With the ability to sync across all devices, Trello can help get your team on the same page today. Visit [Trello.com](https://trello.com) to see what all the fuss is about.

