



Sudoku solution from Page 3

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1

A West Family Christmas

2

Learn About Your Gut-Brain Axis

What's Your Building's Dew Point?

3

Triptl Makes Travel Easy

4

What Great Leaders Have in Common

Delegate to Elevate

THE SECRET TO BEING A GREAT LEADER

Poor delegation is the Achilles' heel of most leaders, who often confuse being "involved" with being "essential." To determine if you're holding on to work you should delegate out, the Harvard Business Review (HBR) recommends asking this simple question: "If you had to take an unexpected week off work, would your initiatives and priorities advance in your absence?"

If your answer is no or you aren't sure, then you're probably too involved. No one person should be the cog that keeps everything in motion, no matter their position in the company. Luckily, HBR has created an audit using the following six T's to identify which tasks can be delegated.

Tiny: Small tasks that stack up can undermine the flow of your work. Registering for a conference, putting it on the calendar, and booking the flight are all small tasks someone else can handle.

Tedious: These tasks are straightforward but not the best use of your time. Someone else can input lists into spreadsheets or update key performance indicators for a presentation.

Time-Consuming: These important, complex tasks don't require you to do the first 80% of the work. Identify what they are, pass them to someone else, and step in for the final 20% to give approval.

Teachable: Is there a task only you know how to do? If so, teach someone else to do it, and step in for the last quality check when it's done.

Terrible At: It's okay to be bad at some things. Great leaders know when to pass tasks off to someone who is more skilled than they are. The task will get done faster and at a much higher quality.



Time-Sensitive: These tasks need to get done right now but are competing with tasks of a higher priority. Just because it has to get done immediately doesn't mean you have to be the one to do it.

Sure, some tasks only *you* can accomplish, but these are extremely rare. As the Virgin Group founder Richard Branson warns, needlessly resisting delegation is the path to disaster.

"You need to learn to delegate so that you can focus on the big picture," Branson says. "It's vital to the success of your business that you learn to hand off those things that you aren't able to do well."



Most Wonderful Time of the Year

HOW THE WEST FAMILY CELEBRATES CHRISTMAS

The holidays are here, bringing what is traditionally my slow season. This year has been pretty overwhelming, and while I'm always happy for the opportunity to help my clients, I'm looking forward to taking a breather.

It will also be a good opportunity to catch up on my reports. The plan is to start the year ahead and on the right foot.

Thankfully, catching up on work isn't the only thing I have to look forward over the holidays. Things are shaping up to be a pretty great West Family Christmas. My oldest, Shelley, is still teaching school on a U.S. military base in South Korea. She usually comes home for the summer, so in the winter she often spends Christmas with some friends. While Shelley will be spending the holidays with some friends in Europe, probably skiing in Germany, the rest of the family will be joining us in Texas this year.

Kaye and I are very excited to have our youngest daughter, Monica, and her family coming in from California. I'm really hoping to take them out to Corpus Christi and drive down the beaches. We might even go camping! In California, you can't camp on the beach, so I think the grandkids will really enjoy the experience.

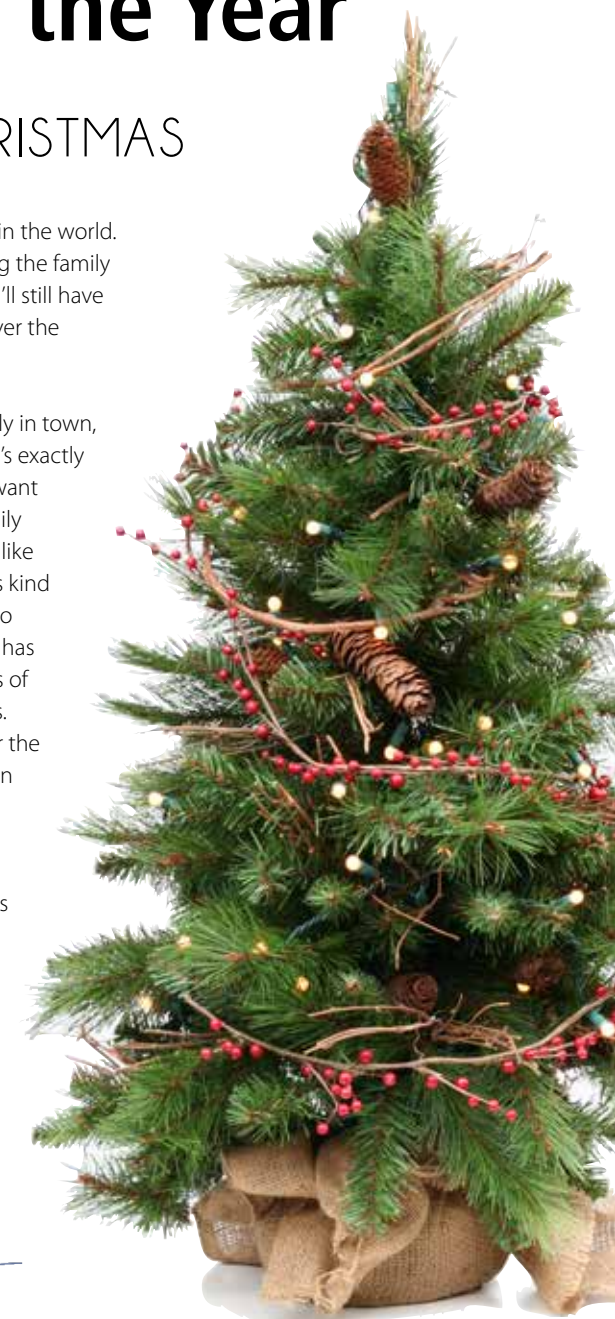
I'm also excited to announce that the family has gotten a little bigger this year. Our middle daughter, Dana, and her husband, Cullen, just welcomed their second child into the world in November. My new granddaughter's name is Sabine, and I'm not biased

when I say she's the most beautiful baby in the world. I don't think Dana or Sabine will be joining the family on any beach camping trips just yet, but I'll still have fun watching everyone "Ooo" and "Aaa" over the brand-new baby.

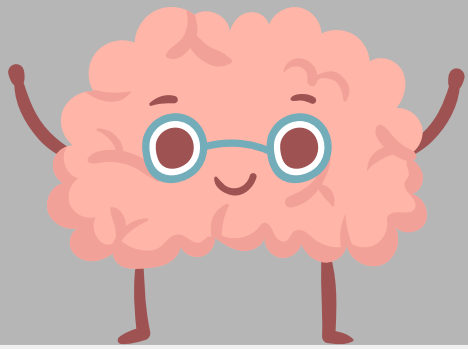
To be honest, even with most of the family in town, our Christmas will be pretty low-key. That's exactly what I need after such a busy year. I just want to kick back and do an old-fashioned family game night. We're from Wisconsin, so we like to play the dice game Shake. This game is kind of like Yahtzee, in that you're rolling dice to make matches and get points. Wisconsin has a different version of the game that's tons of fun. The first person to 10,000 points wins. We've also gotten into Mexican Train over the last few years, which is great because even the grandkids can have fun playing that.

We don't have big plans for the holidays, but I'm thankful to be spending Christmas with most of my family. I also want to take a moment to thank all of my clients for just a busy, wonderful 2019. Your trust, kindness, and business have meant more than I can express.

I'm blessed to have you in my life and want to wish you all a merry Christmas and happy Holidays.



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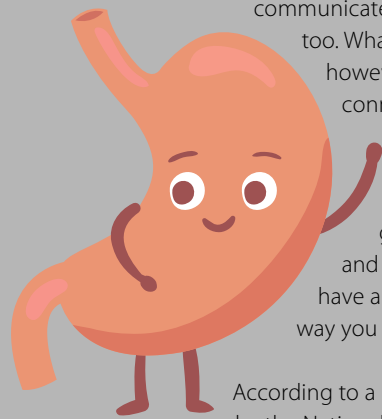


The Amazing Connection Between Your Stomach and Your Brain

While it may seem strange to think about, the human stomach is truly a thing of wonder. Most humans only acknowledge its digestive processes, but the gut plays a much more influential role in our day-to-day lives than simply breaking down food for nutrient production; it is closely connected to our emotional states, as well.

Think about it. Have you ever felt butterflies before a date, intestinal pain during moments of stress, or nausea before an important presentation? Have you ever told someone to “follow their gut” before making a big decision? These physical symptoms are not a coincidence; they are known in the scientific world as the gut-brain axis.

Your gut is connected to the limbic system, the part of the brain that processes emotions. The brain sends messages to all other organs in your body, so it's not surprising it communicates with your stomach, too.



What is surprising, however, is that the connection goes both ways. Just as your brain can relay information to your gut about excitement and anxiety, your gut can have a direct impact on the way you feel.

According to a recent study published by the National Library of Medicine, when a person's microbiome — the diverse population of good and bad bacteria living in the GI tract — becomes significantly altered or imbalanced, psychological or neurological issues can arise. In response to these emerging findings, dietary approaches and probiotics are being explored to see how well they can modulate a person's microbiome and address symptoms. While research is still being conducted to determine the extent of the stomach's influence over emotional and mental states, plenty of evidence proves the connection is real.

Your stomach “talks” to you all the time, and, if you didn't have enough reasons to pay attention to the food you eat, now you have one more thing to keep in mind. If you start thinking a bit more with your gut, your health will thank you for it!

What's the Point?

WHY PROPERTY MANAGERS NEED TO UNDERSTAND DEW POINT

Some time ago, the world's leading expert in humidity was called out to Singapore to solve a strange mystery. A number of walls inside a medical building were growing mold. The property manager had the mold wiped away, but three months later, it would inevitably grow back. This went on for years, with the staff cleaning away the mold ever few months only to watch it come back for no discernible reason. When they finally called out the expert, he looked at the mold and said, “This area is reaching dew point.”

In technical terms, dew point is “the atmospheric temperature (varying according to pressure and humidity) below which water droplets begin to condense and dew can form.” In common terms, it's the temperature at which water vapor turns into liquid. You can see the results of temperature reaching dew point on mornings when you walk outside and see water droplets on your grass, even if it didn't rain the night before. Property managers and building owners can also see the impact of dew point when mold mysteriously begins growing inside their building.

Dew point is determined by an equation based on the temperature in degrees Fahrenheit and the humidity. If a room is 72 F with 50% humidity, the dew point temperature would be roughly 52 F. It's important for property managers to be aware of dew point because if the dew point is reached in an area of their building and condensation is allowed to form, it's almost always followed by mold growth.

Not long ago, our feature story addressed mold growing in the stairwell of a commercial building. The mold grew on just one wall in the stairwell every few stories. A little investigation revealed that the mold grew wherever the hot, humid stairwell shared a wall with a server room that needed to be



kept extremely cold. The insulation in the wall wasn't very thick, and a phenomenon called thermal bridging allowed the cold temperature to leech through the server room wall, lowering the temperature of the wall in the stairwell. When the wall hit dew point, condensation formed and mold started to grow.

When dealing with mold, if you don't first solve the problem of dew point, the mold will inevitably grow back, no matter how many times you clean it away. Fortunately, the solutions are usually simple. In the stairwell, the solution was to put up insulation boards in the server rooms on the walls they shared with the stairwell, preventing thermal bridging. In Singapore, the expert recommended they bring an industrial dehumidifier into the building. By removing the humidity, the dew point dropped to a temperature the walls would never reach, preventing future mold growth.

Seeing mold growing is a quick way to send tenants into a panic over health or indoor air quality safety. Addressing mold growth quickly is key to avoid any panic, but identifying the cause of mold isn't always straightforward. By being aware of the impact dew point can have inside a building, property managers and building owners can be more equipped to deal with mold quickly, make sure it doesn't come back, and, hopefully, take steps to prevent mold from growing in the first place.

HAVE A LAUGH WITH TRAVIS



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Solution on Page 4.

Resource of the Month: Triplt

'All Your Travel Plans in One Place'

Whether you're traveling to a work conference in Chicago or visiting friends in Europe for the holidays, planning a trip is a juggling act. Despite what travel sites claim, it's not always possible to book your entire trip through one service. You might get a good deal on your flight and car rental through Expedia.com, but Airbnb often offers cheaper accommodations than a hotel, especially if you're staying in multiple locations. And don't forget your dinner reservations. Pretty soon, your inbox is full of travel confirmation emails that you can't afford to lose.

Turn those various emails into an easy-to-read itinerary with the top-rated travel app, Triplt. This clever app scans your inbox for travel confirmations — including flights, hotels, car rentals, and dinner reservations — and automatically adds them to your Triplt account. You also have the option to opt out of the feature and forward travel confirmations to your Triplt account manually. Once you input all your travel plans, the app turns the many emails into a master itinerary for your trip.

Triplt is more than just a schedule maker. The itinerary also keeps track of important details about each leg of your trip. For example, Triplt keeps track of your terminal information and can tell you the gate you're flying out of as soon as it's announced. As an added benefit, your itinerary is available offline, so if you're up in the air or trapped somewhere with poor Wi-Fi, you'll still be able to keep tabs on your travel plans.

Triplt Pro

All of these features are available through Triplt's free tier, but if you're a serious traveler, we recommend looking into Triplt Pro. For \$49 a year, Triplt Pro does everything basic Triplt offers as well as:

- Sending you notifications if your airfare price drops after booking
- Giving you real-time flight updates, including cancellations
- Helping you find alternate flights when necessary
- Keeping track of rewards points
- Sharing your travel plans with a select group of friends, family members, or colleagues
- Providing valuable travel tips and tools

However you book your travels, Triplt makes sure you enjoy the journey with a little less stress. Triplt truly lives up to its slogan: “All your travel plans in one place.”

