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

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## Return Service Requested

1 The Case of the Extra-Long Lunch Break

2 Brookfield Properties Explains Their Pandemic Strategy

3 3 Professional Development Resources That Don't Suck

4 Understanding 'The Power of Moments'

# CAN 'DEFINING MOMENTS' BE CREATED?

## ACCORDING TO 'THE POWER OF MOMENTS' BY THE HEATH BROTHERS, YES!

Why do we remember our best and worst experiences and forget pretty much everything else in between? Why are we most comfortable when things are certain, but we feel so incredibly alive when we plunge into the unknown? These are the moments that stick with us — the moments that define us. They're an organic part of the human experience, and they can't be purposely created. Or can they?

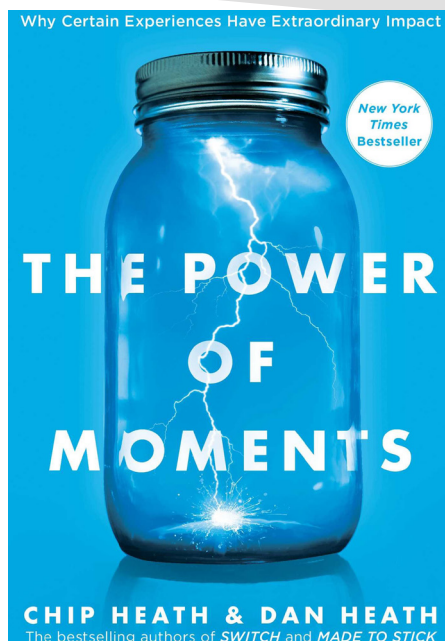
In "The Power of Moments: Why Certain Experiences Have Extraordinary Impact," brothers Chip and Dan Heath seek to answer these questions and ultimately discern why specific moments can define us. They also explore whether those moments can be purposely created.

According to the Heath brothers' research, positive moments share four characteristics: elevation, insight, pride,

and connection. When you look for situations in which you can foster those characteristics, you can create moments that you and the people around you will remember for years to come.

"The Power of Moments" is great for anyone looking to leave a lasting impact on their employees or work team. Rather than have your next meeting be about unity — and leave your team grumbling about how that information could have been sent in an email — create a meeting that has, in the words of the Heath brothers, "drama, meaning, and connection." You can't bring your team together for a defining moment by just talking about unity; they have to *experience* it.

While the characteristics the Heath brothers describe may seem a little vague at times, rest assured that "The Power of Moments" will give



you a fantastic playbook for creating moments that define your team and stick with them. Check it out today!



# The Case of the Extra-Long Lunch Break

## Unlike Most Businesses, My Schedule Revolves Around You

A few weeks ago, I was working on a project in South-Central Texas that showed me exactly what customer service isn't. The project should have been pretty straightforward. It was located at a beautiful, expensive home, and the homeowner's attorney and architect wanted a group of three workers from a water restoration company to tear the wallboard and plaster ceilings and walls apart in specific areas to look for evidence of mold and water damage. Simple, right?

Unfortunately, it wasn't. The water restoration company's employees were problematic from day one. We were all told to be onsite at 9 a.m., but they didn't show up until 10:30 a.m. Then, when they finally arrived, they weren't prepared to do the work required. So, they spent another hour getting organized, and only worked half an hour before heading off to lunch. Adding another layer to the disrespect, they tacked an extra 45 minutes to their lunch break! By 1:45 p.m. only half an hour of their work was done.

If you can believe it, the next day was even worse. Once again, we were asked to be at the site at 9 a.m. but they didn't show up until 1 p.m. I was absolutely baffled and frustrated. It's hard to believe that this service business has employees who are late, unresponsive, and rude can call itself a customer service company. How they've stayed in business is beyond me!

After that experience, I finally understood why so many of the building managers I work with are surprised when they call me for help with a problem and I offer to come out as soon as possible. Usually, I'm able to schedule an appointment within the next day or two. Often, the reaction I get on the phone is, "Wow, that's so quick!"

In the past, that surprised me because I'd love to be there even faster. If I could make it to every building on the same day I got the phone call, I'd be thrilled. But now I can see I'm just exceeding the very low expectations people have these days of companies in the service industry.

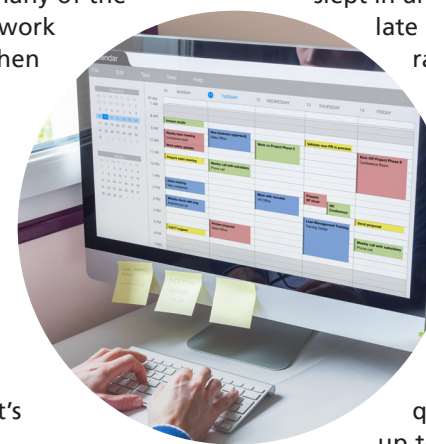
Every client is important to me, and I do whatever it takes to accommodate their schedule, not mine. If I have to move a personal appointment to make time for a client, I will!

While working on that project in South-Central Texas, I left my house by 5 a.m. every day in order to get to the site by 9 a.m. It was a 3 1/2-hour drive from my home to the client's, and I consistently

arrived 30 minutes early. I could have slept in until 5:30 a.m. and risked being late if traffic was bad, but I would rather be the one on site waiting for the client than force them to waste time waiting for me. When I bring in other people to help on a job, I make sure they have the same work ethic.

Honestly, I'm disappointed with the quality of people who show up to work in most areas of the indoor air quality industry these days, not to mention other customer service professions like internet installers and appliance repair people. These folks charge expensive fees and show up unprepared, late, and without the necessary experience for the job — just like the water restoration guys we had to deal with in South-Central Texas.

I try hard not to show that kind of disrespect. If there are traffic issues or I get a late start, I try to call to warn my clients that I'll be delayed or to reschedule the appointment. It's basic human decency, and we all deserve that much!



# ROLLING WITH THE COVID-19 PUNCHES

## How Brookfield Properties Weathered the Pandemic



Five years ago, I interviewed my friend and client for the very first edition of this newsletter. Wayne is the vice president of engineering for Brookfield Properties, a commercial real estate company based in New York. He lives here in Texas and oversees a dozen commercial buildings, including 11 in Houston and one in Nashville.

As you know, a lot has changed in the property management industry in the last five years — particularly in the last year and a half! This month, I checked back in with Wayne and Brookfield’s senior vice president of marketing, Katie Williams, to find out how their company has adapted to weather the COVID-19 pandemic. Maybe you can take a leaf out of their book.

“COVID made everyone take a step back to reevaluate how we were operating our buildings, not just mechanically but also from a cleanliness standpoint. That included the day-to-day procedures that we have and that Brookfield has as a company,” Katie says. “Brookfield formed a corporate task force to coordinate and communicate a lot of those initiatives we rolled out throughout the region.”

The steps Brookfield took included providing hand sanitizing stations, requiring masks and social distancing, conducting increased cleaning, and taking a closer look at each building’s HVAC system.

“We really adapted to the current environment and wanted to make sure our tenants felt safe, whether they wanted to continue to work during the pandemic or return to our buildings when they were ready,” Katie says.

Recently, Brookfield increased its commitment by also earning the WELL Health-Safety seal for all of the buildings in its North

American portfolio. As you read in our March newsletter, this indicates a high standard for health and cleanliness.

“We’re really proud of that, and of being a leader in the community and adapting our services to the WELL rating. It ensures we have [excellent] cleaning and sanitizing procedures, emergency preparedness programs, health services, air filtration, and water quality,” Katie says. “It was a really big step that we did as a company, but especially here in Houston, to be a leader and communicate that we’ve taken those extra measures for our tenants and their safety.”

Twice a year, I also visit Wayne’s buildings and conduct a proactive survey to make sure their indoor air quality is ideal for the tenants’ health and safety. Together, we ensure his team is taking all the necessary steps to keep up its buildings during periods of low occupancy, including often-overlooked ones like flushing water systems regularly.

“When you have fewer people in a building, you’re consuming less water. So, we have to ensure that the water coming in, which we’re delivering to tenants, is still potable,” Wayne says. “We flush those systems and make sure to keep everything as sanitary and clean as possible. That’s another added task for building staff [during the pandemic]. And we do testing of the water in-house to make sure what we’re delivering to tenants is acceptable.”

It has been a privilege to work with someone as conscientious as Wayne. I’m looking forward to seeing more tenants return to Brookfield’s commercial properties and continuing to help keep them safe.

*Travis West*

# IMPROVE YOUR SKILL SET

## With 3 Easy Professional Development Methods

A lifelong learner mentality is often lauded as a habit of successful people, but far too many professional development courses are geared toward entrepreneurs, CEOs, and managers. However, you don’t need a leadership title to benefit from this knowledge. Dip your toe into the professional development waters with these three tips for seamlessly incorporating learning into your life.

### GO TO SCHOOL WITH THE PROS.

If you could harness the knowledge of world-leading experts, wouldn’t you want to? Platforms like MasterClass, LinkedIn Learning, and Skillshare offer expert knowledge in bite-size courses that users can take at their own pace. Learn how to write from Malcolm Gladwell or Roxanne Gay or master the art of negotiation from FBI hostage negotiator Chris Voss. (And for fun, become a chef with Gordon Ramsay!) Commit to one video chapter each week or listen as you do household chores. Just spend a few moments afterward reflecting on the content so it can soak in.

### DOWNLOAD APPS FOR QUICK LEARNING.

There may be points when you are just too busy or find that starting a new class or habit is difficult. Don’t quit; instead, look at your smartphone. Download apps like Libby — an app connected to local libraries where users can check out audiobooks or read digitally — to get a quick, easy fix of professional development. You could also try podcasts on



Spotify, Stitcher, or Apple Podcasts. There are plenty of short episodes that focus on professional development.

### TRACK YOUR PROGRESS.

With so many options, classes, and tools available to you, it can be overwhelming to set, track, and meet your professional development goals. That’s where habit trackers can help! Whether you prefer to use pen and paper for journaling or download an app for digital tracking (try Coach.me or Habitify), a habit tracker allows you to see tangible progress and identify areas of improvement.

**Bonus Tip:** Find a mentor or buddy to do professional development with you! Everything is easier with a friend, and whether you need someone to hold you accountable or are looking for support from someone wiser than you, someone by your side may be just what you need.

## SUDOKU

### HAVE A LAUGH WITH TRAVIS



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