

GBM Insiders

Zero Defects is Our Goal

SUMMER 2014 • ISSUE NO. 142

The Difference of 100 and 99 – the Significance of One

By WILLIAM CHOI, PRESIDENT



GBM's recent newsletter articles contained a lot of numbers, as my previous article was entitled "GBM's Core Value – Give 110 Percent Every Day." This time, we are talking about 99 and 100.

I would like to focus on the significance of one, as in the difference between 100 and 99. Why is it so important to set the goal at 100, not 99? What is the big deal when the difference is only one? I think the difference can be explained in the following ways:

1. GBM's motto is "Zero Defects," not "Satisfaction Guaranteed with a 1% Defect." I always say that GBM does not compromise with quality under any circumstances, including those

accounts that have price-driven, lowest price contracts or those accounts with modified cleaning specifications. Thus, we are aiming for 100, not 99. I know we are not perfect and we sometimes make mistakes. But, our intention has always been to provide the best service.

2. It is the difference between "what we want to do" versus "what we have to do." It is a constant battle of self-discipline for GBM executives, managers and cleaners. It is not simply a comparison between "to play" versus "to work." It is to put 100 percent effort into everything we do, whether we are preparing a report for our customer, responding to our customer's e-mail, vacuuming corners and edges, making sure that we put

trash receptacle neatly, or anything else we do daily. Sometimes an extra five minutes by each cleaner to detail clean and an extra 10 minutes by each supervisor to make sure we do everything correctly represents the difference of "one."

See **The Difference of 100 and 99**, page 7

GBM Welcomes New VP of Sales

By WILLIAM CHOI, PRESIDENT

I would like you all to join me in welcoming John Ross, GBM's new Vice President of Sales, to the Zero Defects Team. John brings valuable leadership and skill to the job, which will be focusing on market expansion and new sales. He will be responsible for the direction and management of all sales and business development, including marketing the company's facility maintenance services.

His 20+ years of sales and marketing experience includes working for Georgia-Pacific's building materials division and, most recently, Kimberly-Clark's cleaning and hygiene division. He is skilled at acquiring new customers and meeting revenue goals in multiple industries, due to his passion for customer service, as well as the desire to continuously learn and improve. His service philosophy applies to both customers and fellow teammates. John earned a bachelor's of science degree in marketing and management from LaSalle University in 1991. John lives in Canton, Georgia, with his wife and two children.

We are very pleased that John is joining the team.

"Almost" Never Counts

By SUNNY K. PARK, CHIEF EXECUTIVE JANITOR



If I travel to Chicago, I want to arrive Chicago, not nearby Gary, Indiana. That I call 100. If a can of Coke I want to drink requires one dollar in the vending machine, I will insert four quarters, not 99 cents, into the coin slot. That I call 100.

However, some people, myself included, work hard enough to get something started, but often they end up short of accomplishing their goal. That I call 99.

If you put 99 cents into the vending machine for a can of Coke that costs one dollar, you will not get that can of Coke, no matter how thirsty you are. That I call 99. Waste hours of time burning lots of gallons of gasoline trying to get to Chicago but never reach the destination is what I call 99.

It happens at homes and jobs all the time. People put time and energy into a task but fall short of completing it. We are smart enough to figure this out, but some think putting 100% effort into something is not necessary to make life successful and happy, instead thinking there are always short cuts. I would say there are no short cuts in putting doing something all the way – in other words, giving 100%.

See **"Almost"** page 7

Ninety Nine or One Hundred?

By MIKE NANCE, GM KISSIMMEE



When we look at simple math and ask ourselves the difference between 99 and 100, the simple answer is one. It's not rocket science, and most children in the first grade can give you the correct answer.

When we ask what the difference is between 99% and 100% attainment of a goal or objective, the answer becomes much more difficult. When asked, most people will tell you that 99% is "close enough." And if the truth was really known, "close enough" for a lot of folks would be far less than 99%.

Fortunately for the world, we have people who are smart enough and motivated enough to realize that anything less than 100% is not acceptable. There are plenty of examples we can think of to illustrate this concept. How many cars have you bought that are 99% complete? How about a 99% built house? Would your spouse allow you to be 99% committed to your marriage? Or, let's go 99% to the moon!

Obviously, none of these would be

acceptable to most people. So why is it that so many people are willing to accept less than 100% in their own endeavors? There are numerous answers to this question, but my guess would be they just don't want to dedicate the time and effort it requires.

I would submit to you that a commitment to accomplish any goal requires 100% effort. Anything less than 100% leaves room to negotiate. If negotiation occurs, failure is imminent. How many people have "committed" to quit smoking? It has been my experience that those people who commit 100% and stop smoking immediately usually attain that goal. Those that say they will cut back slowly usually relapse. Why? Because they negotiate with themselves. If it's okay to have just one cigarette, then it can't be that bad to have just one more. Before they know it, they fail.

If you are in a leadership role, do you accept less than 100% from yourself? Do you negotiate and settle for less? If a leader accepts less than 100% self accountability, the people he leads tend

If you expect nothing less than 100% from yourself, you create a credibility that is recognized by coworkers and peers. It is simple logic. You cannot expect people you lead to be 100% committed to an idea, service or product if you are not.

to accept the same. As you progress from leadership down the organizational chart, the dilution rate multiplies exponentially. The end result is poor service or a defective product. If you expect nothing less than 100% from yourself, you create a credibility that is recognized by coworkers and peers. It is simple logic. You cannot expect people you lead to be 100% committed to an idea, service or product if you are not.

My father always told me that anything worth doing is worth 100% effort. I always thought he was a hard case. He probably is, but he was right!

James Park Joins GBM as Manager of Corporate Planning

James (Jimmy) Park has been named GBM's new manager of Corporate Planning. In this position, he will assess the current status of GBM and develop a long-term strategy. Under the direction of William Choi and John Ross, Jimmy will improve GBM's marketing programs and operational efficiencies, adopt updated technologies, and implement other related plans for GBM to become an even larger player in the industry.

Jimmy joins GBM after working 10 years in the construction industry for Mortenson Construction and Lend Lease (Bovis) Construction. He is adept at developing and integrating technology with architects, design and engineering consultants, and subcontractors. Throughout his career, he has specialized in complex higher



education, healthcare, mission critical and historical renovation projects in New York City and Chicago.

"Jimmy is a great asset to GBM now and will be for many years to come," says William Choi, GBM President. "He will provide value to our current and future customers through his understanding of high-end finishes, the environmental aspects of cleaning and his years of experience in the installation and maintenance of complex mechanical systems."

Jimmy is a LEED Green Associate and is also preparing to become a Registered Building Service Manager (RBSM). He graduated from the University of Michigan with a Bachelor of Science degree in Architecture. He is married to his wife, Carrie.

The Difference Between 99 and 100

By MARK JOHNSON, GM, ORLANDO



Have you ever wondered what would have happened if you had worked a little harder? Given that relationship a little more effort? Gone the extra mile in a selling role?

That extra step, that "what if," identifies the difference between 99% and 100%.

In our business, I relate to this question in the customer service role, taking care of a situation/issue as soon

as possible. We are a service company first and foremost. Therefore, we must respond to any form of communication in a timely manner, performing follow up most companies don't. Our goal in Orlando is to far exceed any of our competitors' best customer service efforts. We identify potential situations to management ahead of time and have the corrective pieces moving. We give our employees additional training, vacation

and benefits in an effort to make sure our customers know the difference between 99% and 100%. By no means are we perfect, but we do strive to achieve our Zero Defects motto.

In the military, you learn to be a leader and are taught to set the example. In my role at GBM, my job is to train, lead and motivate all of my employees to illustrate the difference between 99% and 100% every day.

Recognizing Those That Give 100%

By DEREK OWENS, GM, RICHMOND



We've all heard the saying many times that "good help is hard to find, so when you find it, hold on!"

We have great employees in the Richmond branch and we like to recognize them. Andre, a team member in Yorktown, Virginia, goes the extra mile when accomplishing his daily work assignments. Andre started out as a floor technician. For every single thing he has been tasked with, he has gone above and beyond. One recent example of this was when we were stripping and waxing classrooms in a head start facility. He noticed that the floors in the small kitchen area were VCT and extremely greasy. Andre stripped those floors and cleaned them, moving all of the movable shelving out himself, just so the kitchen staff could have a clean surface to place the mats back on.

This extra floor work was not necessarily on our schedule, but it was small, and taking care of it at that time went a long way with the client. Andre even did research and provided a list of more acceptable flooring types for kitchen areas. He is a solid and reliable person. We really appreciate that and wanted him to reach his full potential.

After some discussion, he was promoted to Night Shift Supervisor. Since his promotion he has consistently led by example, helping other employees to see what happens when they push themselves.

My bragging on our team continues. You can imagine how the day is like after you receive encouraging messages like one below:

"Hi Derek! I just wanted to let you know how wonderful our lobby floor looks. I know that our CEO is going to be floored (no pun intended) by how wonderful the lobby looks. Thank you for everything you do and how quickly you respond to our requests. Have a wonderful day! Heather."

The above letter is praising Yong Sung, one of our great subs, who takes pride in her work and does a wonderful job for us. She has performed well over the past several years for GBM. In this particular case, our customer praised us highly for our performance with one of the tenants in an office building we maintain. The tenant had their CEO visiting on short notice. All I had to do was just ask Yong for a special guest visit and check back. She paid special attention to public areas and the tenant space, and our customer was very happy with GBM.

We have a great cleaning staff and that is reflected in their performance and compliments from tenants and property managers.



Daniel Dizon (above), a project manager in the Dallas branch, will be heading to Camp Lemonnier in Djibouti in the Horn of Africa. He is a 1st Lieutenant in the U.S. Navy Reserve Corps, and his unit will spend next 12 months at Camp Lemonnier. GBM is proud to have one of its team members is serving our country honorably. GBM has a very proud tradition of supporting our troops. Please pray for his safety, his successful deployment, and his wife and three children.

Quality Service Creates New Businesses

By CHRIS ISBELL, GM, NASHVILLE



We have all heard it said many times that when it comes to cleaning, your company is only as good as the performances of the leaders and crew you have in place at any given building. And while I agree with that statement to a certain degree, it tends to suggest our company's value and perception to our clients is all efforts of the draw. It would certainly be easy to just throw anyone in these buildings and see who works and who doesn't without putting forth much effort.

But we work hard to find employees on the front end who are interested in working hard and making GBM look good to our clients. I think it is important to take the time to invest in the employee. We value their worth, and want them to realize that their efforts are critical to the success of GBM's Nashville branch. A company that places value on the lives of the people who make it tick day in and day out will always be stronger for it.

I would like to recognize the staff of the Nashville branch – as well as our dedicated subcontractor – for their tireless efforts and fine workmanship. Cleaners and supervisors maintain our accounts in immaculate condition. Our quality assurance manager makes sure the quality is consistent so that customers are happy. Happy customers respond by giving GBM new accounts.

I am very proud that each of the crew members understand that their efforts affect the other. They strive to present GBM in the best way possible. I have received several

compliments about them from both the tenants and the property managers, and I would like to personally thank each and every one of them.



David Cole of Nashville (pictured above with GBM Chief Executive Janitor Sunny Park) is one of GBM's new heroes! Customers comments of praise on David's performance are coming nonstop. Nashville GM Chris Isbell says "he goes further and faster than the 'Energizer Bunny' and he is to never, ever be removed from the building." Thank you David!

Delivering Great End Results

By BOB VEASEY, REGIONAL VICE PRESIDENT



It occurs to me that zero defects and the difference between 99 and 100 go hand and hand. The difference between 100% and 99% can make a huge difference. You either are 100% committed to providing great products or you are not.

You either are 100% committed to making it easy for customers to do business with you or you not. You either are 100% committed to providing great customer service or you are not. You either are 100% committed to designing/delivering a great end-to-end customer experience or you are not. You are 100% committed to constantly create value for customers, simplifying, enriching and transforming their lives, or you are not.

If you do not recognize the difference between 99% and 100%, then you are fooling yourself. You are vulnerable to someone, or some organization, that does recognize the difference and is 100% committed.

Please remember that the difference between 99% and 100% means everything. It's in that one percent that the quality of our life gets altered.

Cleaning in the Cloud

By JAMES PARK, MANAGER, CORPORATE PLANNING

In an industry generally perceived as "low-tech," General Building Maintenance is growing its capacity with the help of cloud-based computing.

GBM understands that our General Managers and Quality Assurance Managers are always mobile, so we are implementing a system which gives our GMs and QAs access to important files, regardless of location or what device they are using.

For example, a GM is meeting with a property manager in Orlando that also manages properties in Virginia. In the traditional process, The GM would contact the corporate office, request references for Virginia, and wait for a reply. With a cloud-based system in place, the GM can access all the references for every branch on their handheld, navigate to references, and the conversation can continue without interruption.

This effort is being made to add efficiency to daily processes and reduce response time so that we can spend more time inspecting your buildings and less time waiting for information.

The 90/10 Principle

By STEPHEN COVEY

It will change your life (*at least the way you react to situations*).

What is this principle? 10% of life is made up of what happens to you. 90% of life is decided by how you react.

What does this mean? We really have no control over 10% of what happens to us.

We cannot stop the car from breaking down. The plane will be late arriving, which throws our whole schedule off.

A driver may cut us off in traffic.

We have no control over this 10%. The other 90% is different. You determine the other 90%.

How? By your reaction.

You cannot control a red light. But you can control your reaction.

Don't let people fool you; YOU can control how you react.

Let's use an example. You are eating breakfast with your family. Your daughter knocks over a cup of coffee onto your business shirt. You have no control over what just happened. What happens next will be determined by how you react. You curse.

You harshly scold your daughter for knocking the cup over. She breaks down in tears. After scolding her, you turn to your spouse and criticize her for placing the cup too close to the edge of the table. A short verbal battle follows. You storm upstairs and change your shirt. Back downstairs, you find your daughter has been too busy crying to finish breakfast and get ready for school. She misses the bus.

Your spouse must leave immediately for work. You rush to the car and drive your daughter to school. Because you are late, you drive 40 miles an hour in a 30 mph speed limit. After a 15-minute delay and throwing \$60 for a traffic fine away, you arrive at school.

Your daughter runs into the building without saying goodbye. After arriving at the office 20 minutes late, you find you forgot your briefcase. Your day has started terribly.

As it continues, it seems to get worse

and worse. You look forward to coming home.

When you arrive home, you find small wedge in your relationship with your spouse and daughter.

Why? Because of how you reacted in the morning. Why did you have a bad day?

- A) Did the coffee cause it?
- B) Did your daughter cause it?
- C) Did the policeman cause it?
- D) Did you cause it?

The answer is "D".

You had no control over what happened with the coffee. How you reacted in those five seconds is what caused your bad day.

Here is what could have and should have happened. Coffee splashes over you. Your daughter is about to cry. You gently say, "Its ok honey, you just need to be more careful next time." Grabbing a towel you rush upstairs. After grabbing a new shirt and your briefcase, you come back down in time to look through the window and see your child getting on the bus. She turns and waves. You arrive 5 minutes early and cheerfully greet the staff. Your boss comments on the good day you are having.

Notice the difference?

Two different scenarios. Both started the same. Both ended differently. Why? Because of how you REACTED.

You really do not have any control over 10% of what happens. The other 90% was determined by your reaction.

Here are some ways to apply the 90/10 principle. If someone says something negative about you, don't be a sponge. Let the attack roll off like water on glass. You don't have to let the negative comment affect you!

React properly and it will not ruin your day.

A wrong reaction could result in losing a friend, being fired, getting stressed out, etc.

How do you react if someone cuts you off in traffic? Do you lose your

temper? Pound on the steering wheel? Do you curse? Does your blood pressure skyrocket?

Do you try and bump them?

WHO CARES if you arrive ten seconds later at work? Why let the cars ruin your drive?

Remember the 90/10 principle, and do not worry about it. You are told you lost your job. Why lose sleep and get irritated? It will work out. Put your worrying energy and time into finding another job.

The plane is late; it is going to mangle your schedule for the day. Why take frustration out on the flight attendant? She has no control over what is going on.

Now you know the 90-10 principle. Apply it and you will be amazed at the results.

You will lose nothing if you try it. The 90-10 principle is incredible. Very few know and apply this principle.

The result?

It CAN change your life!

Stephen Covey wrote "*The 7 Habits of Highly Effective People*," and many other books. He was also a motivational speaker, consultant and author.



GBM Holds Company Picnic

at Lake Lanier on July 12, 2014



William Choi, new president of GBM celebrates his inauguration with his wife Helena.



GBM New Business



Office of Homeland Security - Jacksonville



Clearleap building - Duluth, GA



DFACS building - Nashville



French Landing - Nashville

The Difference of 100 and 99

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3. Everyone who wears the GBM uniform must clearly understand the significance of "one." We will not be satisfied with 99% of GBM teammates understanding this. It has to be 100% of us who have the passion to be the best. I am confident that those toilets and urinals in GBM buildings are cleaner than those cleaned by our competitors.

It all comes back to my favorite phrase these days – Continuous Improvements and Relentless Executions!

"Almost"

continued from page 1

One person who always gave 100% was Mr. Truett Cathy, one of most admired businessmen in the U.S. and founder of famous chicken sandwich restaurant, Chick-Fil-A. Mr. Cathy passed away on September 8, 2014 at the age of 93. He was an effective mentor to many, including myself. He will be dearly missed by thousands. Mr. Cathy left us with countless wisdom and valuable quotes. One in particular is "No Goal is Too High If We Climb with Care and Confidence."

I want to leave you with an old Korean poem by Yang Sa Eun (1517-1584), which became my personal motto.

*Soaring high though a mountain may be, it is a mere mound beneath Heaven.
Climb and climb, and no summit cannot be reached.
Yet people stay at its base, saying the mountain is too high.*

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NORTH CAROLINA, VIRGINIA, WASHINGTON, DC.

October, 2014

Publisher: Sunny Park; Printer: Washington Printing

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Make Hands Clean, Not Contagious!

On October 15 everyone can participate in something easy to do that can save lives: washing your hands. The Global Handwashing Day campaign is designed to raise awareness of the need for proper hand washing behavior to reduce the risk of spreading germs in public places.

And it turns out there is a reason to celebrate. A recent study published in the journal *PLOS Medicine* found that washing your hands with soap and water is just as effective as using alcohol based hand sanitizers.

The study looked at 2,443 school children, ages five to 11, in 68 schools in New Zealand. All of the students received a 30-minute lesson on how germs caused illness and how it was important to wash hands after using the bathroom and before eating. In addition, half of the schools had dispensers containing alcohol-based hand sanitizers installed in their classrooms. Students were asked to use them after sneezing or coughing or as they were leaving

the classroom for lunch or recess. Students in the other schools did not have the dispensers, and were just encouraged to wash their hands with soap and water.

What the researchers found was that absences due to illness did not decrease in the schools using hand sanitizers. In fact, absence rates in both sets of schools were similar, leading researchers to believe that the use of hand

sanitizers is not any more effective that plain old soap and water.

So there is no need to spend money on hand sanitizers when there is a sink and soap dispenser right around the corner. Instead, save that bottle of hand sanitizer for situations where you cannot wash your hands.

And celebrate Global Handwashing Day on October 15!

Recognizing the Tennessee GBM Team



Members of the day staff in Nashville, Tennessee.