

00:02

Speaker 1

Welcome to Green Building Matters, the original and most popular podcast focused on the Green Building movement. Your host is Charlie Cicchetti, one of the most credentialed experts in the Green Building industry and one of the few to be honored as a LEED fellow. Each week, Charlie welcomes a Green Building professional from around the globe to share their war stories, career advice, and unique insight into how sustainability is shaping the built environment. So settle in, grab a fresh cup of coffee, and get ready to find out why. Green Building. Green Matters. Hey, everybody. Welcome to the next episode of the Green Building Matters podcast. Once a week, I interview a professional somewhere in the world around real estate or construction or technology. Of course, we always want to talk about Green buildings. We're going to do some of that today.

00:48

Speaker 1

But I've got a good friend, and he's actually also an investor in my startup Schema. I've got Ken Ri on today. Can't wait to kind of connect the dots between China and Korea and here in the U.S. ken, welcome to the podcast. How you doing today?

01:01

Speaker 2

Thank you, Charlie. I'm doing well.

01:03

Speaker 1

Well, we've gotten to know each other over the years through our mutual friend and mentor, Errol Wolford, and I'm just glad we got you on the podcast. So just for our listeners, let's get a little bit of the background. So where did you grow up and eventually go to university?

01:16

Speaker 2

Yeah, so I was born in Korea. I grew up in a very small, remote village in the middle of Korea. And I was lucky that at the age of 14, my family immigrated to the US and we settled in Southern California. So my oldest sister, who is about 16 years older than me, went to college and became a nurse, and she ended up coming to the US As a nurse, and she became a naturalized citizen, and she invited the whole family over to the US So. So I grew up in Orange county since my freshman year in high school and went to UCLA, where I

studied economics and business. And. And I also got a MBA from University of Chicago with the School of Business.

02:01

Speaker 1

Okay, all right, so that's how you came over. Older sister there kind of leading the way, too. All right, so I know you eventually got more into buildings and real estate and technology, but, you know, did you know what you wanted to do when you grow up, Ken? Like, when did you start getting buildings? Okay, so after you're a finance guy and a consultant. So let's talk about that.

02:21

Speaker 2

I was. So after UCLA, I worked for the FDIC Federal Deposit Insurance Corporation as a bank examiner for four years based in Los Angeles. And I got exposed to real estate because a lot of the loans were real estate development loans or otherwise secured by real estate properties. So I had to know a bit about real estate. And that was my initial introduction to real estate. And then after business school I actually got into investment banking. I did cross border M and A advisory work with JP Morgan, based in Hong Kong and Singapore and doing a lot of work in Korea actually. But I, I, you know, I ran around the entire Asia Pacific region actually for about four years.

03:10

Speaker 2

And I got into real estate in earnest in 2003 when I took a new job in Shanghai doing NPL, a non performing loan investment. And so I had to deal with a lot of distressed real estate development projects and so on. And I, I got into banking again with Morgan Stanley during fundraising for Chinese mainland Chinese developers. And then I switched over to the investment side, real estate investment side with Morgan Stanley still. And, and I think my real involvement in real estate really started when I took on the role of founding executive Director for ULI China at the beginning of 2012. So myself and a group of people who had been ULI members already in Shanghai, I decided to form a chapter, local chapter of ULI in Shanghai.

04:08

Speaker 2

So once I took on the role of executive Director, I ended up doing a lot more work directly related to real estate development. And I got to know a lot of developers and then other real estate professionals. So yeah, so that's how I got into real estate.

04:26

Speaker 1

Okay, thanks for connecting those dots. And for our listeners, you know, as I was Building up my dream Building career, I was active with AGC, association of General Contractors. Right. And then BOMA, Building Owners and Managers Association. But then you have ULI, right, the Urban Lane Institute, it's kind of the trade organization for developers. Can you tell us a little more about ULI?

04:47

Speaker 2

Yeah, yeah. You know, I became a ULI member back in 2004 by chance. I was actually buying books in a booth in a huge real estate conference event. And, and it turned out that the booth was selling books published by ULI. And so to get a member discount, which was 50% off, I decided to become a URL. I member then, right? And then I was put in their mailing list and I used to get a lot of emails from them about their, you know, publications and events and so on. And then I got, I became friends with people who are running ULI in Asia Pacific, based in Hong Kong. And yeah, so that's how I got involved in ULI.

05:35

Speaker 2

But ULI started, I think in the early 1930s by a group of developers starting in St. Louis and later on in Chicago who wanted to have a community of real estate professionals to share their actual experiences. Right. Good and bad. Right. And so eventually grew. And I think IT has over 45,000 members worldwide. Even in Atlanta, I think there are over 1500 members. So ULI Atlanta is one of the most active chapters of ULI globally. Yeah.

06:09

Speaker 1

Wow. No, it's a great organization. So anyone listening that wants to be in and around more, just overall real estate development checkout, I would say.

06:18

Speaker 2

It's not just real estate developers, but a lot of other real estate related people. Right. So architects and internal contractors and a lot of people here who are involved in sales of real estate, leasing of real estate, operation of buildings and so on. A lot of sustainability related professionals as well.

06:38

Speaker 1

And that's so important. Okay, thanks for clearing that up, Ken. So sustainability, I mean, as you were kind of getting in and around buildings, maybe in China at that time, was it just energy efficiency? Was LEED coming on the scene? When did you start seeing like Green buildings start taking off at that part of your career?

06:56

Speaker 2

You know, I remember the first time I heard about lease certification, that was back in 2006. I was actually visiting a. I was meeting with a real estate developer in Beijing, cbd, and he was in the middle of constructing a Building, office tower. And then he said, well, this Building is going to be certified as a LEED Gold or something like that. And that's when I first learned about LEED certificate. And then of course, Lee took off in China as well. And so I would say most of the grade A office buildings in major cities in China are LEE certified. But I would say by 2008, 9, 10 for all the grade A office buildings or shopping centers and so on, being certified as LEED Building was almost given. Right.

07:53

Speaker 2

And then I got into BIM and sustainability, I guess partly because of my friendship with a gentleman who served as chief scientist for Disney. His name is Ben Schreckler. And Ben and I became friends, I guess around 2009, 2010. And you know, he was in Shanghai because he was looking after the development of Shanghai Disneyland. Right. So he was. He stayed in. He and his wife stayed in Shanghai for more than 10 years. And during that time he had renovated an old Building into an office space for his colleagues and they called it Disney Research Lab. And so for this space with less than 5,000 square feet of floor area, they had over 400 sensors and they were trying to monitor the performance of the Building and understand how the Building was performing. And that's how I got into BIM and IoT sensors.

09:05

Speaker 2

And that's when I first heard about AI, how AI could actually analyze all the data from the sensors and how that could LEED to significant improvement in operation and also reducing operating expenses.

09:23

Speaker 1

I love that. And maybe that could kind of be a mentor, because that's my next

question. And I think you may know, but there's a couple folks, former Disney, that are part of Schema's captivity too. We should talk about that.

09:34

Speaker 2

Okay, we'll answer them.

09:36

Speaker 1

So, mentors, I love to ask my podcast guests, can, you know, for some people, mentors or somebody read material. You see them on stage, they inspire you. Sometimes a mentor you meet with, they challenge you, they may open a door. Have you had some mentors along the way?

09:51

Speaker 2

Of course. I had great professors at UCLA and I also had great teachers in high school, and they were fantastic. So teachers were very patient with me in high school especially. My English obviously was not that great, but there were a lot of great teachers who wanted to spend time with me. And professors at UCLA, they were fantastic, very sharing of their time. So I really looked out with my professors. And I guess also at University of Chicago, there were some great professors and I guess friends also influenced me a lot. So one of my business school friends was especially good with people, and we're still friends and we interact with each other on a regular basis. So I would consider him a mentor because he taught me how to deal with people in a lot more positive way, a proactive way.

10:54

Speaker 2

So, yeah, that has served me well, career wise.

10:58

Speaker 1

Absolutely. I know you've probably become a mentor to many others.

11:02

Speaker 2

And then also Errol Wolford. Right. Obviously. Right. So he's my CEO and my business partner and he's been just fantastic. Is one of the best people that I met.

11:13

Speaker 1

Yeah's a mentor and friend to me too. So Errol's such a good connector. He connected me with Marty, one of my co founders at Schema. That's how I met you, that's how I met Brian. It's just a lot of great people come through Errol, so I will come a shout out. So thanks for doing that. One more look back, then we'll talk present day. So. So I like to ask my guests, you know, hey, what's on the highlight reel, Ken? What do you look back on and say, you know, here's some of my proudest accomplishments so far.

11:43

Speaker 2

You know, again, I, I was, I, I grew up in a Very remote town in Korea until I was 14. So I was again, I was very lucky to have come to the U.S. and so I, you know, like, what is that old TV show, you know, coming to America. I'm not coming to America. Like Southerners, like maybe from Appalachian.

12:12

Speaker 1

I know what you're talking about. That's fabulous.

12:13

Speaker 2

Moving to Beverly Hills, right?

12:15

Speaker 1

Oh, Beverly Hills hillbillies.

12:17

Speaker 2

Yeah, well, that's me, right. I was a Korean hillbilly. Right. So Korean hillbilly settling in Orange county and then, you know, just going to UCLA and Chicago and working for investment banks. And so I had a really good ride and. But I'll say, you know, working on founding URL I chapter in Korea, in China. And by the way, I also helped start ULI chapter in Korea as well and then contribute to ULI's growth in the Philippines and India. So that's, you know, I feel a lot of pride in having contributed to the growth of ULI in China and Asia as well. And then, and also I've been a, I guess employer or entrepreneur since 2012.

13:07

Speaker 2

And you know, I don't have a big company but you know, having my own employees and making sure that they get paid and on time and they feel good about their work, I think that's so I feel a lot of pride in that. Yeah.

13:26

Speaker 1

Well, sheesh, that's awesome math. Well, you know, I love entrepreneurship, so I'm a serial entrepreneur. I know you've got some exciting things going. So. So let's talk present day, right? Oh, you got a few different businesses you're involved with. So what's keeping you busy today?

13:42

Speaker 2

So I wear two hats mainly. One is I have a business called Integral VIM in Shanghai. This is a company that Errol and I established together in 2021. And so we do provide BIM consulting services from design to construction. And we've been also working on developing a VIM, a virtual information model based Building operating system. So for the last three, four years. And so, yeah, and then the other hat that I wear is as president of VIM Build Virtual Information Modeling, Build A company, software development company based Atlanta, Georgia. So Errol is the CEO and founder of the company. So I joined this company at the beginning of this year. So we're busy developing our own, additional, I guess, applications of our technology, core technology and you know, driving up sales.

14:46

Speaker 1

Yeah, let's talk about the technology. I know you and Errol and the team is very well. So for our listeners. Okay, so now we have to put on The. Let's say we're either renovating a Building or maybe Building a new Building. And so let's talk about what's happening with software. Right. Schema, where I'm focused. We have a great partnership. And Ken, thank you. You're one of our angel investors in Schema. So maybe a tool like Schema can learn from your previous designs, fast forward you. Our tool will export a BIM file, right? This heavy, but metadata. We get all this good information. But sometimes you need a fast computer and a bunch of ram and it costs dollars a seat for a copy of revit. That's where VIM can really step in. Right.

15:27

Speaker 1

And so talk a little bit about what the team is doing at VIM Build and then where it eventually will go for the operations. In a perfect world, we might have a digital twin that even has sensors connected. So can you tell us a little bit about kind of where we're in getting closer to construction? How can we democratize the data and keep it lightweight? So a lot of people on that project team can actually use the BIM data, Right?

15:53

Speaker 2

Well, I think I've read somewhere that something like only 3% of people working on development projects where BIM is used can actually Access BIM models. 97% Of people working on development projects where BIM is actually being used can actually access BIM files. Right? So that's a very small group of people. And oftentimes developers don't get to see the BIM models, because BIM models are extremely large in size. And for a complex Building, you could have more than hundred REVIT files and federating them all or getting them together, combining them into one file, and being able to show the whole Building in one go is impossible in most cases. Right? So as a result, even developers don't get to see the BIM models. Right? So what we do is what VIM Build does through its software.

16:57

Speaker 2

VIM is we federate all the REVIT files, BIM files, by the way, we could do that for IFC and the navisworks files and convert them into our format, which can be read by people without any subscription to either Revit or even for VIM. Right? So you could open VIM files in your typical laptop and be able to Navigate. And unlike Enscape, a 3D visualization tool, you could actually click on any material on the screen and you get information. So all the data about Building materials are organized in a way that allows you to understand the bill of materials and so on.

17:44

Speaker 1

So, and the key there and just to our listeners, you know, I've seen it firsthand. Is, is the visual. It's one thing if you can get a spreadsheet export and you have a bunch of numbers, it's like looking into the matrix. No, here, the team that Ken's running there and with Errol and the great developers you have in Canada, it's the visual part of it. Right, and so that's exactly.

18:05

Speaker 2

So just to give an example, right. I use the example of light bulbs. So in an office tower, you could have, I don't know, like 20 different SKUs of light bulbs. Right. And if you are interested in finding out where all the light bulbs are located, our software will actually show you where they are and also list out all the SKUs and you could drill in to each SKU and learn about the, I guess, the details of each sku. And then if you are it, if you're interested in just finding out where a particular SKU light bulbs are located, you could isolate that and then.

And of course you could just use this kind of information for scheduling light bulb replacement. And also your repair people or maintenance workers who have the task of replacing those light bulbs know exactly where to go. Right.

18:58

Speaker 2

So it can be useful not only for design and construction, but also for, you know, property management down the road.

19:05

Speaker 1

Well, and that's good segue to that. What's next? So, so just to our listeners, I'm a firm believer that how we design and buildings is now a connected ecosystem.

19:14

Speaker 2

Yep.

19:14

Speaker 1

Design tech and construction tech apps that share data. And we've always had the data and now we have tools like Schema and VAM that help you share it with the entire project team. Let's cut the fluff. You don't need to add 10% just in case you miscounted something. So one more thing before we talk operations and Integral boom, Ken, talk a little bit about what the team's doing with some of the AI that you've recently added. You know, Martin and the team about how you can almost like chat with your Building data. You can do some automatic scheduling. This is some new features coming. It's fascinating.

19:48

Speaker 2

Right. Well, I don't want to steal the thunder and I can I share everything at this time. And I think our product development people would be upset if I jump the gun and build the paint.

20:02

Speaker 1

What I've seen is pretty exciting. What can you shoot?

20:05

Speaker 2

Yeah, but I think our original architecture of VIM software is already very robust. So you'll be able to access and get the Data that you need even without

the help of AI. But what AI does is I think it actually makes our architecture even more valuable. Like for instance, I gave the example of light bulbs. Right. So if AI can, I mean AI will be able to tell you pretty quickly, say the useful life of each light bulb sku. Right. And you'll be able to build you a schedule of replacement of light bulbs. Right. So that's going beyond just showing you, letting you know about the building's hardware itself, but also, you know, planning for you when to replace light bulbs and so on. Right. So yeah, it's amazing. Yeah.

21:04

Speaker 1

All right, well stay tuned on the VIM side for some AI that can really take you.

21:09

Speaker 2

And I will say also, you know, I talked about digital twin or Building operating system work they were doing in China. So ultimately we'll be using AI to process all the real time data that we get from the sensors. Right. So I think that'll be pretty useful as well.

21:30

Speaker 1

Okay, well, let's talk a little bit about that. So, all right, we've got some new tools to help fast forward our design like Schema. We've got tools like VIM that can visualize and help all the project teams along their bidding and construction. Maybe we have some AI that can help too. But then there's the operations. I spent a lot of time on LEED for existing buildings projects. My Green Building career. I love greening up existing buildings. You've got some great customers there in Shanghai. So now you can take some of the digital twin. You can actually connect sensors. I know you go back and forth to Shanghai, you have access to grade sensors. So give us a picture of what's the perfect digital twin. And then tell us a little bit about Integral BIM on the operation side.

22:15

Speaker 2

So we've done five proof of concept projects so far. We're working on our first commercial project which is about 16,000 square meters office space in Shanghai.

22:28

Speaker 1

And so yeah, so our 160,000 200,000 square feet maybe.

22:33

Speaker 2

Yeah, yeah. Ten times plus roughly. Right. More than that, but yeah, about 160, 170,000 square feet office space on I think six different floors. And our sensors measure temperature, humidity, and also CO2pm 2.5 TVoC. And also we put in occupancy sensors and we also control AC and also lighting. And we also enable tenants but to control the AC of their own space. Right. Using smartphones. So on the way to work, if they, let's say it's cold winter morning and you could actually start your AC heater using your smartphone. So by the time you get into the office, it's not too cold. Right. And we could also schedule the operation time of AC adjusted fan speed.

23:31

Speaker 2

And also in case there is noise in a big conference room, we could adjust the temperature accordingly and also maybe turn off the fan and so on or lighting as well.

23:43

Speaker 1

And that's the kind of ultimate digital twin, if you will. It's one thing if we have some AS built BIM data, which we want, I can still click how many of that light do I have in the entire Building you're talking about? That might be a replacement plan. Use some of the VIM AI, but over here, sensors, right? Yeah. Pretty amazing. If we could just actually use the real time data to adjust our systems. I think you told me something that was really surprising. And maybe China, but here in the US too, a lot of buildings just don't have these sophisticated Building control systems. And so they don't.

24:15

Speaker 2

Right.

24:17

Speaker 1

All right, real talk, you just delivered a LEED certified Building. Saved energy, reduced carbon, optimized daylighting, and then you slap a tiny generic plaque on the wall like it's a participation trophy. Come on. With buildingplaques.com, you can actually show off the brains behind the Building. Your scorecard, your strategies, your team, the stuff that made the project great. Architects, engineers, contractors. This is your mic drop moment in plaque form. They're fully customizable. Look sharp enough for your lobby and take like a few minutes to

design. If you did the hard work, don't hide it behind a boring plaque. Go to buildingplaques.com and build a plaque that actually earns LEED and inspires twice. Okay, Anything else there on the operations side? And then I want to kind of talk about the future of Green buildings.

25:13

Speaker 2

Yeah. So I think there's a huge disconnect between the op, you know, information about the Building and actual, I guess, asset management of buildings and portfolio buildings. So we're working on how do we leverage the information about the buildings for improving asset management and also facility management. So that's something that we're working on right now.

25:41

Speaker 1

And a lot of that can factor into even how you value a Building. I'm a firm believer you spend a lot of time in the real estate financing side. But say someone normally flies a team in to look at a Building they might want to buy. Instead you can log into your digital twin and they can look at how you really take care of the Building. You're going to get more looks, you'll get better Pricing and that's important.

26:02

Speaker 2

Yeah. And I will say that also helps with, you know, getting financing and also getting insurance coverage and reducing your insurance premium and so on. So, yeah, I guess, I mean, again, stepping back, if you're an insurance company and to the extent that you know more about a Building, then, you know, you are able to assess the risk better. Right. So. And that could allow you to give a better pricing. So, yeah.

26:34

Speaker 1

All right, well, digital twins coming soon. I think some people have kind of given that a bad name, but it's still needed. Digital twin, I think there's some ways to go about it. I think you're doing a good job. All right, so let's talk about the future. This is the Green Building Matters podcast, but sometimes we talk tech bal. It doesn't have to be just sustainability. So what are you kind of excited about, Ken? What's coming next?

26:59

Speaker 2

I've been talking about the use of BIM and IoT sensors, AI and so on. And I

think all these technologies make it easier to actually monitor performance or assess performance of buildings in terms of sustainability. So before, you know, Building certification for sustainability was more or less checking the boxes. Right. Without knowing exactly what the final results will be. But of course that was done assuming that if you do all those things that you are recommended to do, that will LEED to more sustainable buildings. Right. So, but I think being able to actually monitor the performance of buildings, but I think would actually, I guess improve the return on investment when it comes to sustainability program.

27:53

Speaker 1

Got it. All right, well, it's all about data and knowing how to use it and good data in. And then we can do so much more that'll help us hit our carbon mandates too. Okay, awesome. Well, next, let's get to know you a little bit more here. This part of the podcast, I like to just ask some kind of rapid fire questions. Ken, what would you say is your specialty or gift?

28:14

Speaker 2

My specialty or gift? You know, I guess being lucky on a consistent basis.

28:21

Speaker 1

All right.

28:23

Speaker 2

You know, I was lucky to have an older sister who was brave enough to leave Korea at the age of 24. And in fact, her first job when she came to the US was in Perry, Georgia. And so she was working for Harris County Hospital. And so she worked there for about a couple of years before moving on to Chicago and so on. So I was very lucky. And again, I was lucky to get into good schools and have good people and so on. And then I lived in many different countries. Korea, the U.S. obviously, China, Singapore, Hong Kong, and so on in many different cities. I think I counted about eight different cities where I lived at least one year. And so that's probably my unique, I guess, strength background that makes me, I guess, different than other people.

29:19

Speaker 1

Absolutely.

29:20

Speaker 2

Yeah.

29:20

Speaker 1

Especially representing ULI and the entire region that you were Building that up. But, you know, I was not going to know you. I mean, you're extremely intelligent. But I think you're right. You love people, you love conversation. And then what I'm hearing is you can adapt. Right. If. Because you. You moved your family here, what, four plus years ago. Right. Though Georgia, just north of Atlanta, you've got some kids in college and so going back and forth to do business in Asia, coming here, I mean, these are different business environments. And so I. I think you adapt well. Yeah.

29:51

Speaker 2

Yes. Yeah. It obviously it helps that I work with Errol. Right. So, yeah, Sean, that's right.

29:58

Speaker 1

The encourager, the visionary. So, okay, Lucky. And you can adapt as needed. So I love that. Hey, do you have any good habits or routines that help you stay on point?

30:10

Speaker 2

You know, I was thinking about that. I think I tried to be curious about things. So I read quite a bit, I think more than others, and I tried to write more. So when I was working for ULI, I wrote a number of publications, including ULI Asia Pacific Home Attainability Report for about three years. And I've written a number of ULI case studies on development projects throughout Asia. And this, for instance, case studies. I'll go to a city and see a whole new project and get really impressed. And I decide that, hey, this is worthwhile to. It would be worthwhile to actually write about it and let people know about it.

31:00

Speaker 1

Right.

31:00

Speaker 2

So. So I've done that a lot on a regular basis. So, yeah. So writing, I would say.

31:06

Speaker 1

Okay, I like that, those habits, you know, Ken, I'm a fan of the bucket list for something. Let's travel or adventure or write a book. I don't know. What are a couple things on your bucket list?

31:17

Speaker 2

Yeah, you know, so until I guess the last few months, I travel a lot to Shanghai. Right. So on a quarterly basis. So I wasn't able to really spend much time exploring the city or the region in Georgia. So I like to do more in terms of maybe tracking, you know, maybe going up to the northern part of Georgia and then go camping and so on, and also maybe rafting on the Chattahoochee river, you know, this summer, so.

31:54

Speaker 1

Oh, that'd be fun. All right, let's get outdoors. And just the bucket list. It can be close. It could be far. It's a place to revisit. The main thing is I think this will make me happy. This would be fun. Let's. Let's go do it. So I like to ask my podcast guests, is there a book you'd recommend? It doesn't have to be about buildings, or if not a book, maybe a documentary or podcast.

32:15

Speaker 2

Right. So I'm actually holding this book, maybe it's not clear. It's called Into the Dragon. Into the Dragon's Mouth. Stories from an American Architect who Changed China by Benjamin Wood. So. So Benjamin is not a shy person, and he's a friend of mine. He's an American architect who has been working in China since the late 1990s, and I consider him one of the most influential, one of the two most influential architects working in China.

32:49

Speaker 1

Wow.

32:50

Speaker 2

And so he's a native of Roswell, Georgia, and so this is his autobiography. And I did a book review for magazine on this book, and it's a very entertaining book.

And, you know, he shares a lot about his philosophy about architecture and then real estate development. And. And he, of course, shares a lot of, you know, stories from his childhood days in Roswell, growing up in Roswell, Georgia. So I think he's a great book. So.

33:22

Speaker 1

Okay, well, you've mentioned his name before. I'm going to get the book to our listeners. I'll put a link in the podcast show notes. So check out the book here. I can't wait to get a copy. So thanks for that recommendation, Ken. Okay, last two questions as we wind down here. You know, as you look back on your career so far, is there anything you wish you'd have learned earlier or any career advice you wish someone would have told you earlier?

33:48

Speaker 2

Yeah, so I wish I were more socially active earlier on, maybe get into student government or become more active in local chambers of commerce and so on earlier in my career or as a student. Right. So I got active the ULI beginning in, you know, 2012. So I was already in my 40s, so I think, you know, so I learned a lot. I learned a lot about leadership. I was able to form a number of great friendships and so on. And, you know, I think maybe I should have done it earlier. Right. In college or after college. And so, you know, in a way, when you are running a UI local chapter, you are working as a community organizer. Right. Community leader. And that's when you. You have a lot of opportunities to improve your leadership and so on. So, yeah.

34:49

Speaker 1

Right. Start earlier. And sure, it can be a little intimidating at first, but you may end up with great mentors that you can just observe or it's probably just going to build up some confidence even if you're not out there just talking to everybody yet. So I love that advice. Last thing as we wind down. So let's say someone's listening to the podcast, Ken, and they are getting excited about your career, your journey, and they're just jumping in to this kind of real estate, maybe Green Building movement. Any words of encouragement for someone just now jumping?

35:17

Speaker 2

Yeah, you know, I heard somewhere that in your career you should allocate a certain percent of your time to learn. Right? And that could be in the form of attending events, conferences and taking classes and so on. So instead of just

focused on during your daily task, maybe set aside time to join industrial associations and take on opportunities to. To learn. Right?

35:47

Speaker 1

So, okay, well, you may not have done it, but theme of the podcast I've been doing for over 10 years is teach everything you know. You gotta learn, learn. And don't forget, you gotta teach it too. So teach everything you know. And I've learned a lot here. So to our listeners, you know, please connect with Ken on LinkedIn. Make sure you check out the amazing work he and the team are doing at both Vim Build and Integral Vim over in China. Just some exciting things happening, Ken, and I just. I look forward to grabbing coffee soon. Thanks for being on the podcast today.

36:20

Speaker 2

All right, thanks, Charlie.

36:24

Speaker 1

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