

IN THIS ISSUE*Going From Good to Great**Preparing for Refrigerant Phaseout**One Link of the Chain***GOING FROM
GOOD TO GREAT**

Jim Collins' book *Good to Great* explores a fundamental question of business—why do some companies make the leap, and others don't? Collins and his team of researchers (primarily graduate students of business) spent five years studying this question, analyzing companies that were able to go from good companies to great companies, and comparing them to other companies in the same industry at the same time. Many of the findings of the study defy conventional thinking and challenge our assumptions about what it takes to succeed in business.

The book develops a framework of concepts that can serve as a guide to any business leader. These include: **Leadership**—compared to high profile leaders with big personalities, the good-to-great leaders are self effacing, reserved, with a blend of personal humility and professional will. **First who . . . then what**—instead of beginning with a new vision or strategy, the good-to-great companies first get the right people on the bus, the wrong people off the bus, and everyone in the right seats—then they figure out where to drive it. **Confront the brutal facts (yet never lose faith)**—the good-to-great companies maintain an unwavering faith that they can and will prevail, and at the same time confront the harsh realities of their current situation. **The three circles**—what as a company are you passionate about, what can you be the very best at, and what drives your economic engine. **The hedgehog concept**—understanding

the one thing to focus on, where the three circles intersect. As opposed to a fox, which knows many things, the good-to-great companies resemble a hedgehog, which knows only one thing but uses it to foil the fox every time. **A culture of discipline**—establishing a culture of discipline allows good-to-great companies to focus less on bureaucracy, hierarchy and controls, and more on performance. **Technology accelerators**—good-to-great companies avoid the temptation to believe that technology will provide solutions to every problem, yet they are pioneers in the application of carefully selected technologies that can accelerate success within their hedgehog concept. **The flywheel effect**—good-to-great transformations do not come about from a single defining action or moment. Like a flywheel building momentum, they result from systematic effort eventually hitting a point of breakthrough.



GOING FROM GOOD TO GREAT

continued from front cover

Collins interjects *Good to Great* with numerous character studies and profiles that bring the concepts to life. There is Kimberly Clark's Darwin Smith, a mild mannered in-house lawyer who became chief executive of the stodgy old paper company that had fallen 36 percent behind the market, and led a transformation to become the leading paper based consumer products company in the world. There is Colman Mockler of Gillette, who successfully fought off two hostile takeover bids and a proxy battle for control of the board, and then led Gillette's ascendance over market rivals.

There is the contrast of Cork Walgreen, a true "Level 5" leader who assembled one of the best executive teams in the country (with the ability to succeed beyond his involvement), and Jack Eckerd, who was a "genius with a thousand helpers."

Each chapter contains real life case studies and examples of the concepts, and concludes with a chapter summary recapping the key principles. Although the research of facts and data form the basis of the book, *Good to Great* is the kind of book you start reading and don't want to put down. Ultimately, it makes its own good-to-great transformation, starting as a business book but becoming a fascinating study about the fundamental nature of excellence. Its findings serve as a framework not only for business leaders, but for anyone interested in understanding what it means—and what it takes—to be "great".

PREPARING FOR REFRIGERANT PHASE OUT

Based on the Montreal Protocol of 1987, ozone-damaging CFC and HCFC refrigerants are being phased out of use in air conditioning systems, and will be replaced by ozone-friendly HFCs. In order to be prepared, take inventory of the types of refrigerants your HVAC systems use, determine which are being phased out, and look for alternatives.

	2010	2020	2030
HCFC-22	Available for service only. Not available in new equipment.	Production stops.	
HCFC-123		Available for service only. Not available in new equipment.	Production stops.

GREAT COMPANIES

We all want to work for them, buy from them, sell to them and in general be associated with them. Think about the last great company that you had dealings with ... was the key to the great experience the person you were dealing with? Chances are it was. The more you think about what qualified that company as "great", the more you realize it was probably the person who took the time to return your call and WOW, the company even had a human answering the phone. That's probably what made the occasion worth remembering. Imagine, a real live person answering the phone in 2006!

At AirTight, we strive to be a great company. One of our main goals is to allow people to work in a great environment where each one of them is comfortable, which allows them to make your experience with us worth remembering. In an age where things are moving at warp speed and the days turn into weeks that merge with months, it is still (and we think always will be) about the personal interactions. And yes, we do have real people who answer your phone calls 24/7, 365 days a year!

WHAT DO YOU MEAN "MY COMPRESSOR IS BAD"

These are words you really don't want to hear from your service technician. As consumers, we want our things to last their full "normal" life or forever, whichever comes first, right? But sometimes things occur that interfere with our desires, like a compressor failure. The normal life of a compressor is 10-12 years, but things like electrical problems and a lack of preventive maintenance (two of the more frequent problems) can cause a premature death.

When a failure occurs, have you ever wondered why the air conditioner cost \$9,500.00 and replacing the compressor costs \$6,000.00? As the heart of your HVAC system, the compressor is designed to pump vaporized refrigerant within the system. When this major component fails you can no longer pump the hot air outdoors and enjoy the cooling indoors. The system can no longer function properly. That's why proper preventive maintenance by a qualified contractor is crucial.

INFORMATION AT YOUR FINGERTIPS

If you are interested in managing your infrastructure and your mechanical assets over the web, we have an ideal way to help you. AirTight has the ability for our customers to log onto a server maintained in-house, and see all of the work we are doing at your facility. You can log on and check the status of your service call, and soon, you will be able to search the history by address, date and even by your favorite technician who performed the work.





THE UNIFIED GROUP

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EMPLOYEE SPOTLIGHT

Kathy Tarsitano / Production Coordinator

AirTight has always prided itself on being efficient and on top of things. Those same words sum up Kathy Tarsitano. Kathy has been with AirTight for several years and has become well known in and out of the company for her great personality. Serving customers and taking care of details are the things she likes and does so well. Hailing from New Hampshire, being a great wife and mom and caring for her horses make Kathy special. If you need to know who, what, where, when and why, Kathy has the answers!



AirTight strives to be a leader in the heating, ventilating and air conditioning industry. We are deeply committed to customer-based relationships focusing on communications, quality and integrity. It's the only way we do business.

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