

## RAPPORT CASE STUDY:

## General Air Conditioning and Heating: 2009 Explosion of Growth



**INDUSTRY:** HVAC

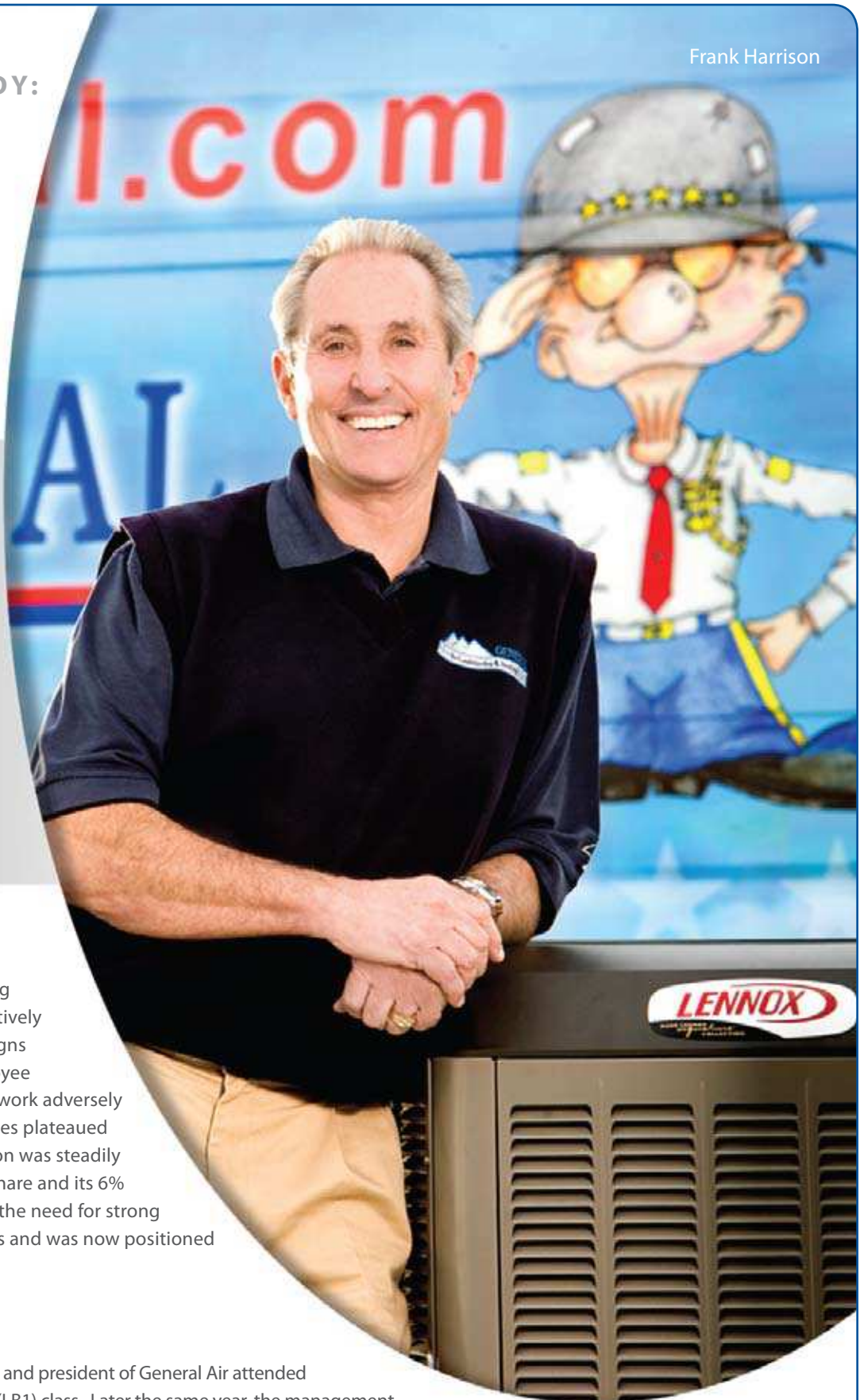
General Air Conditioning is a California-based customer focused heating and air-conditioning company that specializes in designing, engineering, and installing complete comfort systems for owners of existing homes and buildings.

### Situation:

For many years General Air Conditioning and Heating ran a steady and conservatively profitable company. The culture had signs of potential, yet turnover, lack of employee commitment, and breakdowns in teamwork adversely impacted the organization. In 2005, sales plateaued at \$4 million, and increasing competition was steadily eating away at the company's market share and its 6% profit margins. General Air recognized the need for strong leadership at every level of the business and was now positioned to take its growth to its own next level.

### Rapport Solution:

In March 2005, Frank Harrison, the owner and president of General Air attended Rapport's Leadership Breakthrough One (LB1) class. Later the same year, the management team began attending LB1, and over the course of the next four years, every member of the General Air team had attended multiple Rapport Training courses. Intensive training attendance numbers include 31 graduates of LB1, 27 graduates of Leadership Breakthrough Two, 33 graduates of Power Communication, 14 graduates of Eagle Quest, and 2 graduates of Life Mastery. 80% of the General Air Team has achieved the level of Master Graduate and the majority of employee spouses have also attended Power Communication



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to strengthen the leadership behaviors at work and at home. The cultural transformation was reinforced through Frank Harrison's attendance in the Rapport Certified Specialist program and a successful completion of the certification process. To drive the training deeper into the culture, General Air continues to integrate Rapport's Organizational Performance Training followed-up with team coaching. The organizational training focused on strengthening the company's foundation of trust, improving collaboration amongst all departments, and creating a culture of accountability to drive sales and production.

### Outcomes and Results:

Every aspect of the General Air business has been improved to generate increased sales and improved service levels. In four years, revenues have increased by 44% to over \$6.6 million. Profits have increased from 6% to 17%, and in one of the worst economic environments in more than 50 years, revenues in the summer of 2009 increased by 21% and profits were up by 22%. Customer service loyalty programs have experienced growth of 49% and customer satisfaction surveys consistently return over 99% exceptional service ratings. Additional outcomes include an increased sense of ownership, a deep care for team members, and a workplace that feels more like a family than a business. The General Air team has become a role model in their industry and the envy of small businesses everywhere.



### TESTIMONIAL

*"Some believe that an investment in training and development will not payoff, yet when I walk into my office everyday at the age of 66, my passion for my business is stronger than ever! I have always believed in helping others and building a strong company, and because of my involvement with Rapport Leadership International, I have built a great company and unleashed the potential of great people. Our clients experience service levels that go well beyond fixing and replacing AC units. The visual leadership anchors that are posted throughout our new office building are a reminder that our company values have moved from writing on the walls to living in the hearts and minds of our employees. My company and I are fortunate that Rapport has come into our lives – our external growth has been exponential and our internal growth has just begun."*

Frank Harrison  
President of General Air Conditioning and Heating

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### RESULT HIGHLIGHTS

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Rapport Leadership International creates enhanced workplaces by developing leaders at all levels within a company and unleashing the potential of its employees. Rapport has worked with more than 10,000 organizations and has directly impacted more than 250,000 students in its 25-year history.

The company's approach to leadership development is performance-based involving interactive processes that have proven to improve performance immediately and for the long-term. Through intensive leadership courses, organizational performance workshops, and coaching programs, clients reap the rewards of greater productivity, growth, and profitability.

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