

RAPPORT CASE STUDY:

Wadman Corporation: 2007 Builder of the Year



INDUSTRY:

Commercial Construction

Wadman Corporation is a Utah based commercial general contractor building throughout the 11 western states since 1951. Their diverse portfolio includes commercial, institutional, hospitality, industrial, retail, and residential construction.

Situation:

Wadman Corporation, a commercial construction company, recognized annual revenues of approximately \$50 million at the end of 2004. The company possessed a strong culture of values, yet was missing elements of individual and team leadership to take them to the next level – specifically accountability, discipline and team execution. Wadman Corporation experienced inefficiencies in project management that would allow them to improve top line revenue, maximize human capital, and improve bottom line results. A large gap existed when it came to closing out commercial construction projects (often taking 2 years to close out projects), which negatively impacted cash flow and therefore fiscal strength. Wadman also experienced safety incidents that created an increase in lost time accidents and breakdowns in the corporate culture.

Rapport Solution:

After key executives attended Rapport's Leadership Breakthrough One class (including owner, David Wadman and President, Dave Hogan), Wadman entered into a comprehensive training program with Rapport Leadership International. Wadman Corporation sent their top 60 employees through Rapport's



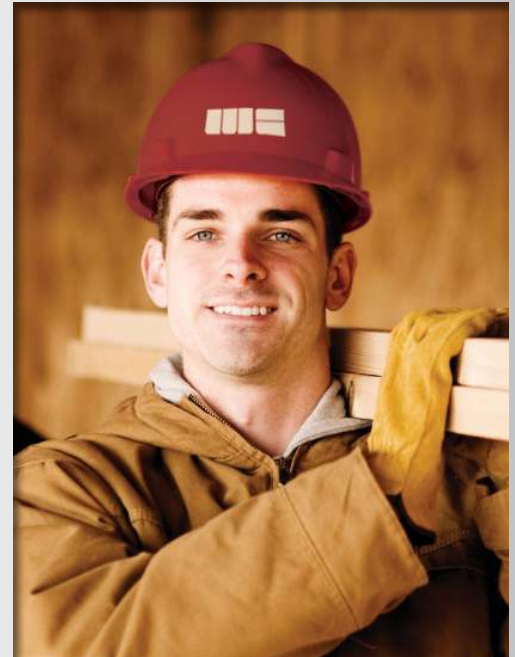
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Master Graduate program (LB1, LB2, & PC) using a combination of both public and private classes (Currently 85+ employees). Wadman also participated in a private Eagle Quest class and two Custom Performance Training classes. Wadman took an active role in reinforcing Rapport's leadership competencies and class anchors into every facet of their organization. Class competencies of team focus and accountability were implemented into every internal process. Additional examples included leadership language used in strategic planning documents, leadership anchors posted on the walls, and changes to monthly team meetings that included the enthusiastic involvement of all attendees. Wadman's Project Teams implemented a client focused approach, intense execution and follow-up, and uncompromising expectation in the attainment of their mission and business goals.

Outcomes and Results:

The first year that Wadman incorporated the Rapport Leadership comprehensive training program, the organization grew by more than \$40 million. 100 percent of their construction projects were completed on time and under budget, including all of their construction work with Wal-Mart. Prior to Rapport's intervention, Wadman's project close out was averaging two years (following the completion of their construction work). This extreme delay in close outs significantly impacted cash flow

and subcontractor relationships. By 2006, 50% of Wadman's project close-outs immediately improved to 60 days! Lost time accidents went to zero with only one minor safety incident. Wadman has continued to utilize Rapport's intensive and custom training over the next 3 years. In April 2008, Rapport's Organizational Performance Division developed and co-facilitated a six-hour, real-life, real-time construction simulation with 90 members of Wadman's Team to sustain their ongoing results. Wadman has current project revenues booked at approximately \$200 million in 2008.



TESTIMONIAL

"The Rapport Leadership development course has been one of the most impactive and challenging training courses I have ever been through. I have sent over thirty people from my organization and several others from other organizations. I am sending forty more people through the program from our company. This program has changed our company in so many ways. Our leadership, effectiveness and willingness to be what we can be is absolutely incredible. I along with several individuals in this organization have self-confidence, have a sense of direction and have the leadership skills to face everyday challenges with power, authority and conviction. The power of our team at Wadman Corporation is alive, and it is such a tangible part of our organization. We are leading and the world is following. Thank you Rapport for your commitment to improving our lives. It has worked for myself along with everyone I have nominated for the training. I highly recommend this training to anyone who wants to be empowered and help others become leaders with great self-confidence and great self esteem."

David Wadman
Owner, Wadman Corporation

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RESULT HIGHLIGHTS

- Grew by more than \$40 Million in the first year.
- 100% of construction projects completed on time and under budget.
- Lost-time accidents went to zero with only one minor safety incident.
- Half of 2006 annual closeouts immediately improved to 60 days.
- Current project revenues booked approximately \$200 million in 2008.

Rapport Leadership International creates and delivers the most powerful leadership training in the world. Rapport has worked with more than 10,000 organizations and has directly impacted more than 250,000 students in its 24-year history.

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

www.rapportleadership.com • ph: 800.989.0715

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