

C O M F O R T Z O N E

ISSUE 1: VOL 2

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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.

ONE LINK OF THE CHAIN



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.

INFECTION CONTROL IN THE HEALTHCARE INDUSTRY

Communication, procedural accuracy and quality control are critical in healthcare. In an industry that realizes over 100,000 deaths per year directly attributed to hospital-acquired infection (and of those, construction is responsible for 10% percent), mechanical service contractors can make a difference.

Healthcare facilities are facing "super bugs" called MRSA and VRSA. The air conditioning system acts as a vector, moving these viruses around the facility. Staff infection may start in water towers as Legionella or may surface in the duct system as an airborne pathogen. At Innovative Service Solutions, we decided to elevate our core competencies to address the needs of the healthcare industry.

Our goal is to establish a healthcare protocol that can benefit all of our clients. In food processing and food packaging, viruses and bacteria lead to food contamination and can have the same lethal outcome challenging the healthcare industry. So, we have developed a healthcare program called *visaVRSA*.

Changing our core competency starts with educating our staff on medical terminology and the causes behind the bacteria that create this unhealthy environment. Starting February 1, 2006, all ISS employees will attend four hours of basic healthcare instruction.

Then, depending on the individual's role and technical expertise, up to 20 additional hours will be required. Possessing the knowledge to recognize that this hostile condition can harm them is the key to raising awareness and should motivate preventative action.

During initial training, the instructors teach our employees about the correct safety apparel needed to protect themselves, the client and patients from exposure. Safety starts with common sense; if an employee has a contagious condition, whether it is a cold or infection, our office can prevent that person from being dispatched to a volatile environment...whether it is a healthcare office or food environment.

By instructing our technicians in the issues surrounding the healthcare facility, they will recognize which breathing apparatus is correct for the area they are servicing. ISS provides the proper attire and equipment for every environment. Our goal is to identify and contain any bacteria that will foster a nosocomial infection by our presence or actions.

EMPLOYEE SPOTLIGHT

Name: Leroy Gunning, Project Engineer
Years in Industry: 37; **Years at ISS:** 1.5
Years working with the Bodwell Family: 14
Major job responsibilities: Offering clients customized design and estimates for their specific needs.
A perfect day at work: When set goals are achieved
Most challenging part of my job: Bringing all of the elements together to offer our clients the best fit solution for their facility while being competitive.
My very first job was: Working in warehouse of a Mechanical Contractor.
Hobbies/pastimes: Family, Friends and Church.
Town: Orlando, FL





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ISS KITCHEN

Monkey Bread

(2) 16.3 oz.-cans of Pillsbury	1/2 cup granulated sugar
Grand's refrigerated Original	1 tbsp. cinnamon
Home-style Biscuits	1 cup (2 stick) butter (melted)

Cut biscuits in 1/2 and set aside. Combine sugar and cinnamon in bag (plastic or paper). Drop 2 biscuit halves at a time in mixture and coat well. Arrange pieces by overlapping in a greased bunt pan. Up to 3 layers can be formed depending on positioning of pieces. Pour melted butter evenly over arranged pieces. Bake at 350° for 40 minutes. Cool and serve.

Recipe by Stacie Martucci



INNOVATIVE SERVICESOLUTIONS

ISS is a leader in the Commercial, Healthcare and Industrial air conditioning and refrigeration Industry. We excel through our commitment to protect the Health, Safety and Welfare of our clients and our employees.

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