



# Canyon Technical Services

Canyon Technical Services Ltd. provides hydraulic fracturing and other well-stimulation services, including coiled tubing, acidizing, cementing, nitrogen, and CO<sub>2</sub>, to oil and natural gas producers developing a variety of play types across Western Canada.

## The Challenge

Although they are headquartered in Calgary, Alberta, Canada, many of Canyon's employees work in extremely remote locations on rotating 15-day shifts. The hours are long and the regulations around safety and environmental protection are highly regulated. As a result, the industry standard for turnover in the first six months of employment is 60 percent. Now a major player in the pressure-pumping industry, they have grown organically from startup to more than 1,000 employees and a billion-dollar enterprise in less than 10 years. And the growth continues.

In the past, training focused on job-specific skills and safety training, and not general business or leadership training. Promotions were given to the best workers, not necessarily the best leaders. Canyon Technical Services decided that this was not the way to sustain a successful company. According to Todd den Engelsen, Vice President, Organizational Development, "We wanted to take a bold move to give our employees the necessary skills to lead themselves, lead others, and lead the organization. We needed to have a common leadership language that could be used by all of our people in the field as well as sales, executives, engineers, and employees in finance and other departments. We wanted everyone to get the same training experience and have a similar vision of good leadership."

Their goals were to build a culture of employee engagement, create an environment to attract and retain the best talent, align individual and department activities with organizational strategy, and ensure safety. And training content wasn't the only challenge. Canyon Technical needed a delivery method that could be rolled out to office staff as well as to workers in remote locations.

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## The Solution

After considering several training programs, they selected Blanchard Online Learning and piloted it with the senior management team. The delivery strategy included a classroom launch, online learning, and debriefing sessions throughout. This blended solution offered participants the ability to learn online asynchronously, then debrief and collaborate in joint learning sessions. Feedback was extremely positive, and now field supervisors and frontline staff have been trained in a very flexible design that allowed them to focus on the three lessons of the Understanding Self Module: Temperament, Goal Setting, and Self Leadership and Diagnosis. Custom Impact Maps were developed to help each individual understand their specific role in helping the company achieve its goals.



## Results

In a market where unemployment is almost zero, Canyon Technical sees this training as a competitive differentiator for them. Offering this kind of training to employees is a true indication of how they value employees. As a result, engagement and retention have increased, communication has improved, and there is a unified vision for the future. The most significant measure is a turnover rate that decreased from 32.9 percent to 3.6 percent. Participants report that the training helps them in their everyday job and provides skills they can use in the future. They see how it helps them reach their goals and be more aligned with the strategies of the company. By offering this kind of training to all employees in the company, Canyon Technical Services feels certain that they are destined to remain one of the fastest-growing pressure-pumping companies in North America.



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