

HASKAYNE Executive EDUCATION

Custom Program Solutions: Leadership

Calfrac Well Services Ltd.

In 1999, a team of four entrepreneurs followed their dream to start an oilfield services company - they named their company Calfrac. Their expertise and passion fueled the company's growth to become one of North America's most experienced independent providers of specialized oilfield services, offering hydraulic fracturing, coiled tubing, cementing and other well stimulation services. Success ensued rapidly, but with this fast-paced growth came new challenges.

By 2011, a material portion of the company's growth was the result of acquisition, and leadership was facing the issues that most rapidly-growing companies face. With over 4,000 employees and expanding operations across seven countries, something needed to be done to create one cohesive, global organization.

Working Together

The Executive Education team, at the Haskayne School of Business, worked closely with Calfrac executives to analyze challenges and design a unique, solution based program that aligned with Calfrac's strategic goals and suited the various learning styles of the participants.

From 2011 to 2014, approximately 60 Calfrac leaders were put through this customized leadership program which would ultimately provide both the organization and the individuals with lasting value. Rather than only focusing on fixing only current challenges, the program provided participants with the expertise to continue creating best solutions in the future. Specifically, Calfrac's program was:

Strategic

Based on Calfrac's needs, leading experts from Haskayne developed programming which would ensure participants would gain the knowledge and skills required to achieve Calfrac's long-term strategic objectives.

Dynamic

The program was designed with flexibility to ensure that content and learning techniques could be adjusted to increase learners' ability to understand and apply key concepts into Calfrac's business.

Relevant

Relevant course concepts were developed so that participants could apply their learning hands-on to complete their real-world, comprehensive and critically mapped projects for Calfrac's operations.

“We have seen that 93% of our Haskayne custom program participants are still employees, and of that, 48% have been promoted due to their increased leadership abilities.”

Jon Koop
Director, Training & Development
Calfrac Well Services Ltd.

Calfrac's custom leadership program resulted in the following:

- 93% participant retention rate in an industry with notoriously high employee turnover and leadership recruiting costs.
- 48% participant promotion rate due to increased capabilities.
- Implementation of company-wide initiatives resulting in increased operational efficiencies.
- Identification of new market opportunities resulting in real-world market development.
- Development of a cohesive culture focused on continuous improvement, resulting in increased competitiveness and value for shareholders.

Creating Results and Lasting Value

Jon Koop, Director of Training and Development, has been impressed with the outcome of the program. He states, "It is amazing when you look back over the years at the results of our Haskayne leadership programming. We have implemented strategies that have unified our culture and created an efficient organization. Initiatives implemented have spanned across the entire company, including a new recruiting program, an industry leading employee development program, new market development and a new program to reduce our non-productive time and safety incidents. Overall, we have seen increased operational efficiencies. These results have made us more marketable in our industry and have created increased value for our shareholders."

Jon believes that this program has directly addressed Calfrac's needs and has shown Calfrac employees that the company really wants to invest in their employees; "we are trying to create a learning culture. The program has given confidence to our employees to present new ideas and contribute on a corporate level, and now our employees who were once students, are teachers in our organization. There is ongoing continuous improvement."

Calfrac has also been impressed with the continuing commitment from Executive Education. Ed Oke, Vice President Human Resources, remarks that Haskayne faculty have continued to stay in contact the Calfrac participants. These important relationships have supported Calfrac through the implementation of the initiatives derived from the program participant's projects. Ed states, "There truly is a commitment to our company and ensuring participants' success. I would recommend Haskayne Executive Education customized programming to any organization that wants to see an actual return on investment for their training dollars."

Contact us today for an executive education needs assessment:

T: 403.220.6600

E: execed@haskayne.ucalgary.ca



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