



CASE STUDY

# Emerson delivers “wow factor” to customers with Third Factor.

An unforgettable experience on a frozen glacial lake in the Canadian Rockies takes a client engagement trip to a new, more enriching, level.

## CLIENT PROFILE

Emerson, a leading global technology, software and engineering company, provides automation solutions for industrial clients as well as heating, air conditioning and refrigeration solutions for commercial, and residential markets.

- 14 offices in Canada (200+ globally)
- 2,500+ employees
- 2,500+ contractor customers

## CHALLENGES

Create an event for Emerson's best customers that provides an unforgettable experience while building leadership skills that will enhance their success.

## SOLUTION

An action packed day that included two classroom sessions sandwiched around an unforgettable Para Ice Hockey experience that brought the leadership lessons into vivid belief.

## RESULTS

Improved trust and loyalty between Emerson and its biggest customers, as well as new leadership skills to drive customer success.

**Looking to create client experiences that surpass its competitors, Emerson Canada partnered with Third Factor to develop world-class programs that are both rewarding and enriching.**

## A BETTER WAY TO ENGAGE CUSTOMERS

Emerson is a leading global technology, software and engineering company that provides heating, air conditioning and refrigeration solutions for commercial and residential markets. In Canada, much of its success relies on its relationships with some 2,500 contractors who in turn rely on Emerson solutions to operate their businesses.

Rewarding its contractor-customers with memorable experiences has long been an important part of Emerson's strategy and Emerson has worked with Third Factor for several years to ensure that these events go beyond simply being memorable to also help customers improve their leadership skills.

"We need to help the contractor clients that install our automation, HVAC and refrigeration systems build the leadership and business skills that support our mutual success," says Garrah. "Our contractors are looking to Emerson for the development they need, both professionally and personally."





### A PARTNER WHO “SPEAKS OUR LANGUAGE”

Emerson partnered with Third Factor to create the experiences that would serve its seemingly contrasting requirements of being both enriching and rewarding.

**Make an emotional connection to the change and make it real to make it memorable. Third Factor makes that happen for us.**

– Ryan Garrah  
President, Canada  
Emerson



Third Factor works with elite performers in business, industry, sport, academia, and beyond to create learning experiences that comprise their common strategies and techniques.

“We sit at the intersection of a diverse set of environments in which people are under pressure and need to perform,” says Third Factor CEO, Dane Jensen, “and we identify best practices that can apply in any environment.”

Garrah says this unique ability to apply concepts across disciplines is foundational in his trust in Third Factor. “They are a trusted advisor, a long-term partner, because they adapt their educational content to the times our contractors live in, understand our industries, and speak our language,” he says.



## RISING TO THE PRESSURE OF DISRUPTION

Supply chain issues, labour shortages, and weather extremes are just a few of the challenges Emerson's clients are facing. The company wanted to help its customers build leadership and resilience skills to rise to those challenges, while still providing a unique and exciting experience.

In service of this, Third Factor designed and delivered a full-day experience to equip Emerson's customers with meta-skills for adapting to rapid change, a first-hand understanding of their performance under pressure, and practical strategies for using the pressure in their lives as fuel for growth.

Third Factor began the day by challenging Emerson's customers to see the ability to evolve and be agile as the foundation for becoming future-proof. In a 90-minute session titled [The Meta-Skilled Organization](#), participants were introduced to the meta-skills that underpin evolution across three categories:

### SEE CLEARLY



**See clearly:** Build an accurate picture of current abilities, limitations and performance. The key meta-skills in this category are self-awareness and empathy.

### MOVE QUICKLY



**Move quickly:** Translate awareness into improved performance and new abilities. The key meta-skills in this category are flexibility, creativity and learning capacity.

### STAY THE COURSE



**Stay the course:** Persevere in the face of setbacks, harness pressure to fuel growth, and perform when it matters most. The key meta-skill for staying the course is resilience.

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Chris Cederstrand was a member of the Canadian Men's National Team from 2011-2019

## MAKING IT REAL

To bring these concepts to life, Third Factor partnered with Chris Cederstrand, a former WHL hockey player who suffered a life-changing workplace accident that caused his right leg to be amputated above the knee.

Cederstrand gave Emerson's clients a powerful lesson in resilience by sharing the story of his journey, which includes becoming North America's first above-the-knee amputee firefighter, representing his country on the national para ice hockey team, and working to provide opportunities for kids with disabilities to participate in sports.

After a morning spent looking at the need to learn new skills and evolve, the group moved into an experience where they got a first-hand taste of what it feels like to be at the bottom of a learning curve in a competitive environment: learning and playing para ice hockey on Lake Louise.

Para ice hockey is a Paralympic sport in which players are seated on a sled that rests on two regular-sized hockey skate blades. Each player has two hockey sticks, each fitted with picks on one end to propel the sled. Over a 90-minute session, Cederstrand taught the participants how to manoeuvre the sled and handle the puck while Jensen worked to connect participants' experience with what they had discussed off the ice.





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– Ryan Garrah,  
President, Canada,  
Emerson

### PUTTING IT TOGETHER

After the visceral experience of the pressure that comes from learning a new skill in a competitive environment, Jensen brought the group back inside for a deeper look at what causes pressure, and what we can do about it.

Drawing insights from his book, [The Power of Pressure: Why Pressure Isn't The Problem, It's The Solution](#), Jensen introduced Emerson's customers to the pressure equation, a way of thinking about three factors that add up to create high-pressure environments:

$$\text{PRESSURE} = \text{IMPORTANCE} \times \text{UNCERTAINTY} \times \text{VOLUME}$$

Together with the group, Jensen worked through each component of the pressure equation and shared practical strategies for managing the pressure that comes from doing a high volume of important work in an uncertain environment.

### ENDURING MEMORIES, ENDURING SUCCESS

The experience of playing para ice hockey in the mountains with a member of Team Canada will have a lasting effect on Emerson and its contractor customers.

“Third Factor converted this on-ice experience into skills they can apply at work and in life because they'll recognize where people are on this road and what type of support will help them,” says Garrah, highlighting the value of the lesson for Emerson's customers. “This kind of hands-on experience is the new expectation — contractors told us we really hit the bullseye with this one.”

Garrah is quick to note that Third Factor's contribution is not only good for Emerson's customers, but for its bottom line as well. “Dedicated, focused time with our contractors helps us relate to one another and builds trust and loyalty – it's good for everybody's business,” he says.

Third Factor is proud to support an organization with such a strong focus on leadership development for its customers and employees. Emerson, in turn, is grateful for the world-class experience it brings to every learning opportunity.

“Make an emotional connection to the change and make it real to make it memorable,” says Garrah. “Third Factor makes that happen for us.”

