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THE UNITED KINGDOM  
EUROPE  
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# CASE STUDY



## Senior Management Team

### Future Leaders Programme



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**Welcome** and thank you for taking the time to consider CCR3 Group as a strategic partner in the development of your key resource - your people.

Our aim is to always deliver above the expectation and in embracing this philosophy, we maintain a drive to offer real value in the service that we provide to our clients the world over.

Having a global presence in The United Kingdom, Europe, The USA, South Africa & Australia, allows us to pool research from our efforts to continually improve the solutions that we provide.

It is this approach that allows us to further develop within each sector, a tailored solution that meets the needs of the client in their own market place, and this is one of the differentiators that set CCR3 Group apart from the rest.

We love what we do. This shows and comes across "loud and clear", our client's words, not ours, and it's this passion that becomes part of the process we take you through.

The following pages within this case study show you the approach and application of our methodologies, and how they can be applied to identify talent, develop leadership or engage your employees to embrace change. The approach we take is very different, not just because of our uniqueness, but because we always put your people first.

The information within this case study is privileged and may be sensitive. Therefore we request that this document is only given to those individuals deemed appropriate for the purpose of establishing the suitability of CCR3 Group for your own organisation. Any further use must have written permission from both CCR3 Group and the client.

We look forward to working in partnership.

***Gerry Donaldson***  
***Managing Director***

***CCR3 Group Ltd***

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## CLYDEUNION Pumps – A Leading Provider of Pumping Solutions

CLYDEUNION Pumps is one of the world's leading pumping solutions providers. They were formed in November 2008 from the joining of Clyde Pumps and Union Pump which brought together some of the most respected products, people and heritage brands in the business.



The two companies that form CLYDEUNION Pumps both have a rich heritage and combined history of over 300 years of pump production and development. Clyde Pumps was formed in May 2007 when the Weir Pumps (Glasgow) business was acquired from the Weir Group plc, but its roots go back to 1871 when two brothers, George and James Weir, founded the engineering firm of G. & J. Weir.

Union Pump has an equally impressive pedigree and had been producing advanced pumps since its inception in 1885 in Michigan, USA.

Today, CLYDEUNION Pumps is structured into 6 customer focused business units.

Their business units are at the heart of everything they do and provide their expertise across the upstream oil, downstream oil, nuclear power, conventional power, water and industrial sectors.

In addition their truly global aftermarket capability ensures their customers optimise their processes at all times.



Specialised



Single Stage  
 & Two Stage



Multi Stage



Reciprocating



Training is key to making CLYDEUNION Pumps employees some of the best in the industry. Whether its new employees looking to increase their knowledge or existing employees wishing to refresh their skills, the CLYDEUNION Academy plays a central role in their operations.

The aim of the CLYDEUNION Academy is to provide high quality training and educational experience for all staff whilst building appropriate strategic partnerships with relevant academic, business, professional and government bodies.

This skills and knowledge program contributes to the business potential of CLYDEUNION Pumps to develop sustained success.

With plans to grow the business by some 50% year on year through 2012, it was recognised that the correct leadership qualities needed to be identified and effectively resourced from within the current leadership pool. A solution to achieve this needed to be found that would work in harmony with the Academy and ultimately benefit the business as a whole.

In addition, the solution needed to be capable of identifying future leaders and high potentials as part of a succession planning program to drive the growth in a sustainable and profitable way.



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## Project Goals

The business wanted to create a programme where a standardised measurement could be used to align the right manager to the right role. This was critical and in essence would allow the senior board members to ensure that they had the right person performing the correct skills whilst leading the business to ensure 4 key business drivers;

- **Productivity**
- **Efficiency**
- **Profitability**
- **Growth**

By doing so, they hoped to accomplish the overall growth target of the business globally through these 4 areas and several strategic acquisition deals.

## Why CCR3 Group

The reason for partnering with CCR3 Group first came through a recommendation from a business partner who had used the **CCR3 Discovery Process™** within Performance Improvement areas of their own respective business. CLYDEUNION piloted the process with an initial 17 key leaders followed by a further 24 senior Team Leaders on a global approach. The results of these programs convinced CLYDEUNION that the results were both tangible and the potential ROI was very quickly measurable.

The 3 principle reasons that CLYDEUNION sight are;

- **Standardised Platform And Approach Globally**
- **Comprehensiveness Of The Solution**
- **In-House Skills & Knowledge Transfer To Own The Programme (cost savings)**

## Why This Solution

The pilot programmes produced a prodigious amount of relevant management information about the individual, the teams and the business unit. CLYDEUNION recognised that unlike other multiple toolsets they have used before, they were able to use the information in many ways, and not just Talent Management. They could apply the findings to PDP, Succession Planning, Management Training or Leadership Development. Furthermore, the fact that the entire programme could be transferred in house was a major factor in securing the programme as the future cost savings represented around 60% reduction in fees. This would allow the business to make the programme sustainable and available to all future generations of leaders.

## Key Service Features

- **Talent Identification**
- **Talent Management**
- **Leadership Potential Programme**
- **Environmental Factors – Creating The Right Behaviours**
- **Culture Mapping – Driving The Individual**
- **Communication Strategy**
- **Cooperation & Collaboration Practices**



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## Deploying The Solution

The Board met to discuss the goals of the company and how CCR3 Group might help them achieve this. The pilot was done firstly with the Financial Management Team, since it was these individuals that were required to work in the upcoming critical and ever shifting financial drivers of the business, to the fullest, and in an effective and cooperative fashion. Even although this already successful team had a tremendous amount of talented people, the results from this first pilot showed where certain areas of the team might be better managed and identified individuals who required support to ensure they met their objectives. Because a Performance Improvement approach was taken, there were no negative results by or against any team member, even although for some individuals, the process identified professional development needs.

The team initially thought that this programme would be like others, and therefore came to the programme with some scepticism which was driven primarily from past programmes promising to make real change, but failing to do so.

The initial reaction to The **CCR3 Discovery Process™** was one of surprise. The results are brought to life in a different fashion, which were found immediately useful by every participant. It also allowed them to understand areas of their talent, behaviour and values that they had never fully appreciated or understood from prior programmes. The difference simply stated is that there was a much higher level of **'Self Awareness'** in each team member which led to an immediate and positive change in the environment raising engagement levels and role clarity with the team.

Because of this new awareness level, certain practices and processes within the business were changed to make the outcomes align with the four critical business drivers mentioned earlier. Some of the benefits that were realised were;

- **Better Communication Between All Team Members & Management**
- **More Job Accountability Due To Increased Awareness Of Each Role & Responsibility**
- **Quicker Turnaround Of Reporting & Management Information**
- **More Effective Use Of The Information Due To Relevance**
- **What Team Member should Lead Certain Projects**
- **Identified The Benchmark For All Leaders To Develop Towards**
- **High Potential Leadership Identification**

*"It was the accountability for results that they took towards our programme that showed a level of commitment I have never seen before in an outside organisation. The difference this made to our Future Leaders Programme being effective and ultimately a large financial investment being secured, cannot be underestimated"*

*Allan Dowie - CFO CLYDEUNION*

The future plans for the team are now much more secure in achieving the goals set to make the growth and profitability of the business a reality. They plan to continue to deploy the programme on a wider approach to the additional senior and first line managers across the business.

Tangible measurements are visible in many ways from staff engagement to cost savings within the budgets. Further ROI has been proven in financial as well as operational terms and the overall opinion is that the program has and will continue to be, a success for CLYDEUNION.

*Update: The Company was successfully sold to the US Firm SPX for £750M*