

## Case study

### DSM NUTRITIONAL PRODUCTS ASIA PACIFIC Pte Ltd: Courageous Conversations Coaching

DSM NUTRITIONAL PRODUCTS (DNP) is the world's leading supplier of vitamins, carotenoids and other fine chemicals to the feed, food, pharmaceutical and personal care industries. It is a pioneer in the discovery of new products, formulations and applications for all industry segments.

In Asia Pacific, the Animal Nutrition and Health team knew that communication was at the heart of everything a leader did and they were keen to develop the tools and techniques of influence and the confidence of practise (and continued support) to have 'difficult' conversations and continue having these conversations in spite of the fear and discomfort present.

#### The Challenge

CELSIM was asked to design and deliver a leadership programme for the Animal Nutrition and Health regional team to address two specific issues: finding and developing new business and having the courage to conduct those 'difficult conversations'.

The objective of the programme was to develop critical leadership capabilities in:

1. Coaching: Understand and identify the perceptual filters and personal values that enable behavioural change to be accepted and acted upon.
2. Influence: Motivate others to change behaviours and improve performance without resistance. Build deep, influential rapport with others and improve directiveness.
3. Communication: Develop effective communication skills to achieve positive outcomes in a variety of situation. Move self and others from conflict to agreement and performance.

#### The Solution

In partnership with Dr. Karim Kumarly, Vice President Asia Pacific, we designed a 2 day Courageous Conversations Coaching workshop – combining our unique GAINMORE™ Golf Coaching Challenge, interactive small group consultation sessions, and personalised feedback – to ensure participants confidently conduct successful courageous conversations. These included:

- Taking part in highly interactive simulation on the golf course to examine and experience important aspects of communications dynamics with organisational awareness.
- Exploring communication frameworks and tailoring the concepts to their own experience to improve communications and influence competencies.
- Developing clarity, achievement orientation and flexibility of approach to meet any situation as it arises.

#### The Results

The Courageous Conversations Coaching workshop provided a non-threatening platform and an engaging environment that encouraged the development of self-awareness and the affects of behaviour, sharing and open dialogue, and improved competencies in influence and communications within the successful regional team.

Dr. Karim Kumarly (Vice President Asia Pacific) summed up his satisfaction with our programme, *"The team absolutely loved it – a great teambuilding and learning from each other experience. The workshop gave the team an excellent, unique and enjoyable platform to improve and an easy structured process to own and manage having difficult conversations with positive impact."*