

Sustainable Continuous Improvement

The need for new leadership models, mindset and behaviour

Sjef Arets

VP Manufacturing & Technology

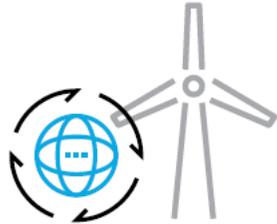
DSM Nutritional Products



Through our Sustainable Growth Areas we focus on 5 different Sustainable Development Goals



NUTRITION



CLIMATE CHANGE & ENERGY



CIRCULAR & BIO-BASED ECONOMY



DSM #2 on Fortune Magazine's 'Change the World' list



THE TOP 10

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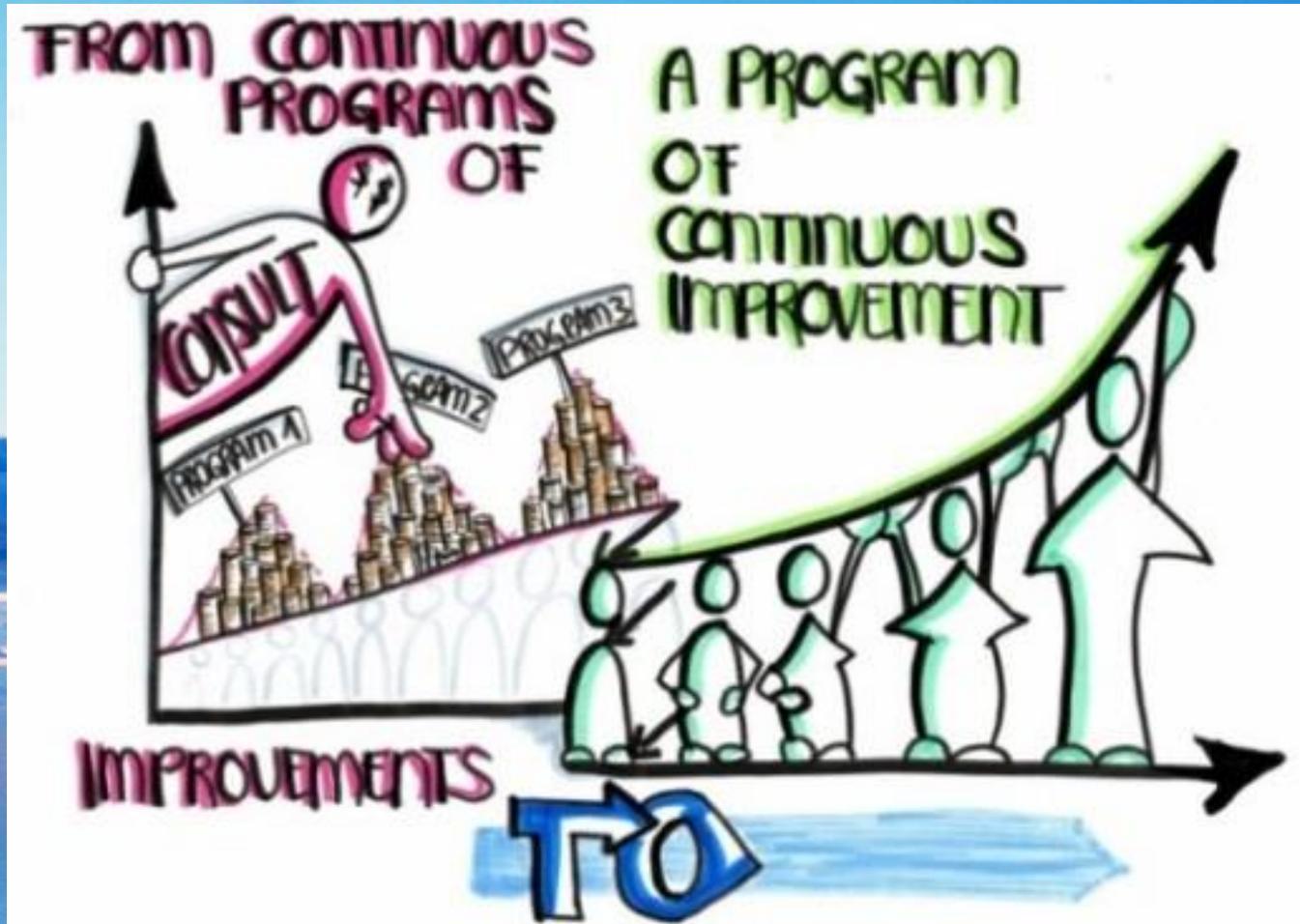
INDUSTRY

		INDUSTRY
1	JPMorgan Chase	Commercial Banks
2	DSM	Food Production
3	Apple	Computers, Office Equipment
4	Novartis	Pharmaceuticals
5	LeapFrog Investments	Diversified Financials
6	Ant Financial	Financial Data Services
7	Walmart	General Merchandisers
8	Toyota Motor	Motor Vehicles & Parts
9	Johnson & Johnson	Pharmaceuticals
10	Yara	Chemicals

Agenda

- ❖ The new leadership
- ❖ “The smell of the place”
- ❖ Management of talent

Continuous improvement @ DSM



*Focus on
Mindset &
Behaviour*



The era of super-heroes (if it ever existed) is gone!

X



The (new?) leadership imperatives

✓ Inspire

✓ Support

✓ Coach

✓ Encourage

✓ Listen

✓ Trust

✓ Stretch

✓ Develop

✓ Share

✓ Purpose



“The smell of the place” (by Sumantra Ghoshal)



From talent management to management of talent...





LAURENCE GRIFFITHS/GETTY IMAGES

**GREAT INDIVIDUALS ARE NEVER ENOUGH
TRUE SUCCESS IS ONLY FOR GREAT TEAMS!**