

Case Study – SC Johnson

Communication Skills for Asia Based Leaders

ABOUT CLARKMORGAN

Founded in 2001, ClarkMorgan Ltd is one of Greater China's most awarded training and development firms. The firm has been 'Training Firm of the Year' in both 2007 and 2008 by CCH Wolters Kluwer and 'Most Outstanding New Trainer' by the Hong Kong Management Association in 2008.

The firm assists both foreign and Chinese multinational firms improve the soft skills of their employees resulting in increased productivity, engagement, sales and negotiation outcomes.

In 2005 the company began publishing China's longest running, bilingual human resources magazine, NetworkHR. In 2012 ClarkMorgan helped found the Chinese Association of Training & Development Specialists (CATDS).

Today ClarkMorgan Ltd has offices across China, as well as an office in Melbourne, Australia, and has used these bases within the region to provide training in Australia, Mainland China, Hong Kong, Korea, Malaysia, Philippines, Singapore, Taiwan, Thailand, and Vietnam.

ClarkMorgan Ltd maintains a faculty of full time trainers, each with unique skill sets. Trainers speak English and Mandarin and have worked throughout Australia, China, Europe, South East Asia, and the USA.

For more information, please visit www.clarkmorgan.com.

BACKGROUND

SC Johnson is an American, privately held, global manufacturer of household cleaning supplies, including well known brands 'Mr Muscle', 'Drano', 'Toilet Duck' and 'Windex'.

The company has operations in 72 countries and its brands are sold in over 110, with a total staff numbering over 12,000. Revenue in 2013 was approximately \$11.7 billion US dollars.

Shanghai Johnson, a subsidiary of SC Johnson, was founded in Shanghai in 1987. The Kuala Lumpur office opened in the 1990s. Today, these two offices coordinate talent development across the Asia-Pacific region.

ISSUE

Over 45 regional managers from Australia, China, India, Indonesia, Japan, Korea, Malaysia, Philippines, Thailand, and Vietnam met in Kuala Lumpur, Malaysia, for their yearly conference.

The company has a high level of matrix management, and this had led to serious issues with miscommunication between the different office locations across Asia. It was therefore decided to include two-days of training for two separate groups, so that these regional managers could improve communication skills, while building stronger bonds between different nationalities, and create a better understanding of the matrix management structure across the region.

SC Johnson therefore decided to launch their 'Asia Talent Development Program' with the first phase focusing on communication skills.

SOLUTION

Two separate Communication Fundamentals workshops were designed, each consisting of two-days. The trainer, Morry Morgan, was selected due to his experience working across the Association of Southeast Asian Nations (ASEAN) region, as well as China.

Prior to the training, the ClarkMorgan team created a WeChat (微信) group specifically for the SC Johnson regional managers. Many, particularly those not from China, were new to WeChat, and so were coached on how to load the app onto their phone and use its functionality. Welcome messages, advice, and even the schedule of events, were then sent through this SC Johnson WeChat group in order to keep attendees up-to-date, as well as build rapport between Morry and the trainees.

The training was held in Kuala Lumpur, Malaysia, at the Pullman Hotel, and included individual, pair, and group activities. Role play, video and even mobile phones were used in the training to create variety to the sessions.

RESULTS

The Communication Fundamentals course was a great success with both groups of trainees appraising the trainer as 4.57 and 4.53 out of 5, on average.

Trainee comments included:

“Very good training”

“I enjoyed and gained from every aspect of the training.”

“Morry is a good and friendly trainer. We learnt a lot from him.”

“I enjoyed the interactive role play/activities.”

Phase 2 of the Asia Talent Development program is now being planned with SC Johnson.

MODULES TAUGHT – COMMUNICATION FUNDAMENTALS

Day 1: Foundation Skills

- Business Etiquette Essentials
- Understanding Communication Impact – The NLP Model
- Building Rapport – Mirroring and Matching
- Building and Maintaining Relationships
- Expressing Your Point with Clarity
- Structuring Your Business Message with PDA
- How to be Assertive

Day 2: Advanced Skills

- Using Specific Language to Improve Understanding
- Positive Language
- Task vs. Relationship Communication
- Choosing the Right Form of Communication
- Active Listening
- Advanced Listening
- Perceptual Positions

CONTACT INFORMATION

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