

# Developing a Feedback Culture

## • CASE STUDY: ETEX •



### Brief

Etex, the Belgium-headquartered company, has a worldwide footprint with a presence in 100 countries. Paul Van Oyen became its CEO in 2015.

Van Oyen and the ExCom questioned the existing strategy as too narrowly focused on operational efficiency; instead eager for it to become more people-focused to better support growth.

One of the first steps the Senior Management identified was to **shift the feedback culture** to ensure that it became one of their **communication strengths**. They had noticed a tension between the annual performance management process and the leadership skills required to instil a continuously **open and honest style of dialogue**. They wanted feedback to acknowledge effort and behaviors as well as project outcomes.

Etex was recommended to engage iOpener for its expertise in **bespoke leadership workshops**, and known for its **dynamic delivery style with a practical approach**.



### Solution

- iOpener carried out a **Learning Needs Analysis** involving 12 employees from across four geographic regions. This confirmed that **feedback could be improved** and that **managers didn't have enough confidence to have feedback conversations**. Some employees reported that colleagues did not place value on relationships as much as getting the job done, incongruent with Etex's 'Connect & Care' value.
- iOpener and Etex co-created a workshop for delivery at Etex's Senior Leadership Conference. They rolled out a **simple feedback framework, the iDID Model**, responding to Etex's requirement that it would withstand intercultural understanding. This model is underpinned by the **setting of intention**.
- iOpener then developed a **half-day highly interactive workshop** design, including a customized Forum Theatre scenario scripted from research done in-house.
- It was important to both parties that the learnings from this workshop be immediately **implementable and sustainable back at work**.



### Impact

- ✓ The Senior Management Team committed to take their newly **upskilled feedback knowledge** back to their workplaces to make feedback a regular conversation in their daily activities.
- ✓ They **liked the iDID Model as a simple guiding tool** for all feedback conversations, and importantly its usability worldwide.
- ✓ One early outcome of the workshop has been that feedback is becoming more of an inherent part of daily activities. So the primary goal of **building awareness of feedback as being a necessary component of ongoing communications** looks promising.
- ✓ Etex is also very pleased that iOpener succeeded in introducing feedback skills in an **appealing, immediately-applicable way**. And that the top-down approach is proving the correct way to ripple the **ethos** through the organization.
- ✓ **iOpener will now partner with Etex to continue developing feedback skills**.