

Feedback training for more than 150 teams, from technicians to the HR director

Giving and receiving feedback is tricky, and mastering it is what makes an open culture possible. VodafoneZiggo built its culture program on the value 'Open Up' and, with Relevance, developed a tailor-made feedback training that more than 150 teams have followed.

VodafoneZiggo • Netherlands • Since 2021

150+ teams

trained, from technicians and store staff to the HR director's team

+2 points

average self-rating gain on giving and receiving feedback

3 values

Open Up, Team Up and Step Up, embedded in every module

The challenge

From values on the wall to behavior in the team

Company culture had been a priority since the joint venture between Vodafone and Ziggo in 2017. After a year on what the company stands for and a year on its values, Open Up, Team Up and Step Up, the third year was about behavior.

The approach

Feedback training that lives in the team, not the individual

Senior trainer Marianne van Munster proposed to embed all three VodafoneZiggo values visibly in the learning modules, as a partnership in the company's development rather than a training delivered. The training first makes clear what feedback is, and what it is not, and then practices the how.

- **Values embedded** Open Up, Team Up and Step Up visible in every module.
- **Team-based training** Content tailored per team and placed in its own context, more than 150 teams so far.
- **Practical tools for managers** Custom tools to inspire team members and keep feedback going after the training.
- **Evaluations and effect scans** Measuring the change, not just the attendance.
- **Platform access** Unlimited access to hundreds of modules on the Archipel platform, plus refreshers and additional modules.

What changed

Two points higher, and feedback that is now called support

After the training people rated themselves two points higher on average on giving and receiving feedback. They find it easier to give one-on-one feedback and now comment on positive aspects instead of focusing on the negative. Feedback is discussed as 'supportive' and 'developmental' rather than 'positive' and 'negative'.

"Embed your values in everything you do. Involve people from all over the company. Choosing some standalone training module and expect for it to have an effect, doesn't suffice. Make sure to continue the learning process after the training is over, so that new behaviors become the norm."

Nynke Hagen

Culture & Engagement Manager, VodafoneZiggo

At a glance

Program

Tailor-made feedback training within the culture program

Audience

Teams across the company, technicians to HR

Format

Team training in context, manager tools, effect scans, platform access

Reach

150+ teams

Region

Netherlands

What they did

Face-to-face training days · Custom curriculum, co-created · Assessments & scans · Online learning platform

The biggest takeaways

- 1 Feedback lives in teams, not individuals: the training changed once it moved from personal skill to team culture.
- 2 Tailor the content per team and embed the company values, or the training stays a standalone module.
- 3 Keep it going after the training with tools for managers, refreshers and a platform, so new behavior becomes the norm.



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