

Case Study: Feedback



Brief description	Case study in which a company boss does not receive the open, constructive feedback from his managers that he hopes for.
Goals	<ul style="list-style-type: none">• Understanding the relationship between culture and social behaviour• Discussion of cultural frameworks• Developing constructive solutions
Time	Approx. 45-60 min.
Method	Culturally unspecific; Distributive/instructive
Material	<ul style="list-style-type: none">• Case study
Implementation	<p>The trainer divides the participants into small groups. They discuss the case study and answer the following guiding questions:</p> <ul style="list-style-type: none">• In your assessment, what are the reasons for the behaviour of the managers under the aspects of (a) cultural orientation (b) personality (c) situation/context?• What cultural framework does the CEO start from?• What concrete possibilities do you see to come to a constructive solution for all parties involved?• What reactions and behaviours could be expected? <p>Evaluation in plenary: The participants present their results. The trainer moderates the presentation and summarises the core results.</p>
Notes	n/a
Source	Annika Schmidt / Andrea Voigt



Task

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The CEO of a medium-sized company wants to work with his managers on the company strategy for a new five-year period and discuss future scenarios. To ensure active participation of the department heads, he would like to proceed in such a way that each manager presents his or her thoughts, suggestions and ideas in a short presentation. This should then be commented on from the perspective of two other departments with a short feedback. He hopes this will lead to a professional exchange that takes up the perspectives, concerns and needs, but also strengths and opportunities of the different areas of the company and synergises them in a common strategy. During the presentations, however, he notices that while a few take an active part in the discussion and advance the process through their active feedback, the majority of the managers keep a reserved distance. Often the comments are limited to a few words of praise about the successful presentation. When the CEO specifically asks about critical aspects, the managers' answers remain vague and superficial.

Read the case study and discuss the following questions:

1. In your assessment, what are the reasons for the behaviour of the managers under the aspects of (a) cultural orientation (b) personality (c) situation/context?
2. What cultural framework conditions does the CEO start from?
3. What concrete possibilities do you see for arriving at a constructive solution for all concerned? What reactions and behaviours could be expected? Give reasons for your answer.

Source: Annika Schmidt/Andrea Voigt