

Case Study – Luxottica

# Building a Global Feedback Culture

## **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.

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 three offices across China, as well as an office in Melbourne, Australia. The firm assists both foreign and Chinese multinational firms improve the soft skills of their employees to improve productivity, engagement, sales and negotiation outcomes.

The company maintains a faculty of 12 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](http://www.clarkmorgan.com).

## BACKGROUND

Luxottica is the world's largest eyewear company, controlling 80% of the world's major eyewear brands. It is best known for Ray-Ban, Persol and Oakley, and also makes prescription frames for a multitude of designer brands, including Chanel, Prada, Giorgio Armani, and Versace. In March of 2014 the company announced that it would partner with Google to integrate its Google Glass into Luxottica's eyewear.

Luxottica believes that building a feedback culture is key to performance improvement. However, results from a global survey in 2013 uncovered that there was a decline in meaningful and regular feedback from one's line manager. Consequently, it was decided to roll out a global feedback training initiative that would start at the top of the organisation and cascade down to employees, through workshops held globally. China would be the first country to roll out the program, with the first city being Shanghai, followed by Hong Kong, and then Dongguan, the manufacturing hub.

## ISSUE

Three Luxottica business units, Retail, Wholesale and Tristar, came together to initiate the China feedback program. All three departments had different thoughts on the content of the program. What they had in common was a sense of urgency. The program needed to be planned and rolled out within a month.

An initial meeting was held between ClarkMorgan and Luxottica's three human resources teams, representing each respective business unit. As this was a 'first of its kind program' for Luxottica, there was a lot of confusion as to what should be the ultimate goal of any workshops, and who should be included as participants. Consequently, it was the role of ClarkMorgan to elicit the needs of each business unit and help prioritise the desired outcomes that would ensure all parties were satisfied with the program.

Following three meetings, a tentative proposal was sent which included the modules:

- Creating Accountability Through Structured Feedback;
- Empathising Through Experience – Feel, Felt, Found;
- Discovering Deeper Needs – The Funnelling Technique; and
- Positive Language.

## SOLUTION

Because of the complexity of the program, the initial proposal was further refined, twice. The final proposal would include three stages, and involve over 1,000 employees. These stages consisted of:

- 1. Initial Program** – Conducted in English, and delivered to 60 of the most senior staff of Luxottica's three business units. Participants included the CEOs, CFOs and COOs of each business unit, as well as all senior managers. The training content was not customised, given the short lead time, and was conducted in Shanghai, Hong Kong, and Dongguan.
- 2. Customised Program** – Conducted in Mandarin, and using fully customised materials, including video interviews, based on feedback from the Initial Program. This program was rolled out to 120 middle to senior managers in Shanghai and Dongguan.
- 3. Train the Trainer Program** – Conducted in Mandarin and designed to assist line managers and HR personnel from the three different business units cascade the customised feedback program to an additional 900 Luxottica employees.

Three ClarkMorgan trainers were selected to conduct the training programs, and the program was initiated less than one month from the first meeting.

## RESULTS

ClarkMorgan rolled out the **Initial Program** in Shanghai, Hong Kong, and Dongguan. The feedback from the participants of each section was:

Session 1: 4.07 out of 5.0

Session 2: 4.14 out of 5.0

Session 3: 4.18 out of 5.0

From the results it was clear that changes to each session resulted in improvements in the overall program.

The **Customised Program**, delivered in Chinese, further improved upon the feedback scores.

Session 4: 4.00 out of 5.0

Session 5: 4.23 out of 5.0

Session 6: 4.19 out of 5.0

Session 7: 4.35 out of 5.0

The **Train-the-Trainer Program**, delivered in Chinese to line managers and human resource team members from the three business units had the following results.

Session 8: 4.50 out of 5.0

Session 9: 4.53 out of 5.0

In summary, the entire program was a huge success, and is not being considered to be run in Singapore and Thailand.

## KEY LEARNINGS

### Section I: Creating Accountability Through Structured Feedback

- Trainees were introduced to the 'why' of timely and relevant feedback, and its link to reduced conflict, increased empathy, and overall increase to productivity.
- Trainees worked in groups to define where and how to provide feedback within Luxottica.

### Section II: Empathising Through Experience – Feel-Felt-Found

- This section moved from 'why' to 'how' – that is, how to provide timely and relevant feedback. This section looked at the FFF method, which increases empathy, shares experiences and offers solutions to challenged employees.
- Trainees first worked in pairs and then demonstrated to the group.

### Section III: Positive Language

- In this section the Luxottica staff were introduced to the power of words, and how negative words create negative feelings.
- Trainees were first introduced to examples and then worked in groups to analyse their own communication style.

### Section IV: Discovering Deeper Needs – The Funnelling Technique

- The final section challenged the Luxottica staff by putting them in a role play activity where they had to uncover the hidden and personal needs of an employee.
- Trainees were first introduced to this technique as one entire group, and then split into pairs to practice further.

## **CONTACT INFORMATION**

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