



## The Dedicated House of People and Communication Practices to create Impact

Recipes, stories, unsolicited advice

Square Circle's Newsletter

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## THE FERRERO CRISIS WHAT DO WE LEARN FROM THIS? AND HOW DID BARRY CALLEBAUT REACT?



### A crisis is always the ultimate test to expose the true soul of a company.

Salmonella contamination occurs frequently in Belgium but the majority never makes the news. Very occasionally a message appears in the newspaper to announce a recall. Not so with Ferrero.

### The core of crisis communication: VALUES!

The key component of any crisis communication is to show the company's attitude toward a society value that is compromised by the crisis. In this case, the health of consumers and more specifically of the children who were victims of the Salmonella contamination.

In our [crisis masterclass](#) and [media training](#), we teach our clients to focus their communications on these values from the very first minute.

**Safety and health** are general values that apply to all human activities. The protection of **families** as the cornerstone of society is also at the top as well as **ethical conduct** and the **protection of the environment** with attention to the climate. These values are universal, so to speak.

Further values are the **right of consumers** to be properly informed about the products and services being purchased. The **protection of the weak** and the **right to work** are also part of the series. This is very topical, for example, within the immigration theme.

**Quality of life** has risen sharply in recent years as a value, including the search for balance between private and professional life. **Culture** is also a value, and specifically local culture. Local norms and customs that determine how communities interact.

### Murphy's Law

A few weeks after Ferrero, salmonella also struck chocolate manufacturer Barry Callebaut. The company reacted decisively, leaving no doubt about its approach to protecting consumers with clear communication.

A company can emerge positively from a crisis if it cares about these social values and acts accordingly. In the case of Ferrero, all we heard was the deafening noise of silence.

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## DEVELOPING A FEEDBACK CULTURE: FROM WORDS TO ACTION

### What would our world look like if feedback did not exist?

The participants of the "Inspiration sessions" we conducted for our client Equans are clear on this: we would all still be in the stone age!

But if we agree on this fact, how can we establish a real feedback culture in a multi-technical service company, active among others in refrigeration, fire protection, facility management, digital technology, electrical applications, mechanics, robotics...?

By starting to raise awareness among team managers, about 250 people in all. In sessions of about 40 participants, divided into groups of 6, to get them to discuss, react and reflect on feedback in their daily professional lives. By answering specific questions about the benefits of developing a feedback culture, but also about concrete ways to develop and maintain it in daily work relationships.

These sessions were animated by Square Circle and co-created with the Equans HR team. The result? A real appropriation of the theme by the participants. The sessions included a set of best practices to help participants put this feedback into practice. And more advanced training for anyone who would need it.



### HOW CAN THIS PROCESS INSPIRE YOU?

- By having your managers think and work around feedback in a group session, you immediately create interest and involvement in the theme. The discussions with colleagues are seen as valuable and enlightening.
- Group work on what the world would look like without feedback very often leads to the conclusion: chaos, impossibility to develop further, stagnation, which is immediately projected to the company.
- An important step is to think together about how feedback can be embedded in everyday life in a pragmatic way. From Words to Action!
- Take into account the law of Entropy: a one-off initiative to create a feedback culture misses the mark. Keep investing in this and build the feedback culture and capabilities step by step.

[Also read our blog about Entropy.](#)

[More cases](#)



Our client is a senior leader in an international Executive Search firm. She has been working for several years in the European team with very experienced colleagues. Now she has been asked to take on the leadership of the Region and to further expand the business. She now becomes the manager of her former colleagues.

This leader is well aware that a change of leadership for the team brings some uncertainty. The team members know her well and the working relationship already exists, but they still wonder what her style as a manager will be. How does she intend to lead the team? What is the direction she will take? What are the changes she will make?

Square Circle sets up a **"New Leader Assimilation"** workshop together with this customer.


[Read more](#)

## BECOMING THE LEADER OF YOUR PEERS – TAKE A SUCCESSFUL START

### NEW LEADER ASSIMILATION WORKSHOP

The workshop provides the space to discuss the needs of the team and the needs of the new leader in an open dialogue. In this way, the new manager and her team are given a platform to get to know each other's work styles and priorities and any concerns can be brought up.

During this session, in which the entire team is actively involved, expectations and preferences are clarified and a strong foundation for success is created for the new manager and the team.

### Feedback after the workshop

*"It allowed me to take some distance and think about how I am affected by this leadership change and how I am going to act about it."*  
(teamlid)

"Through the workshop we have set ourselves up for success the best we could I think. Now we need to make it happen." (Leader)

[Watch the video](#)



**The Square Circle team wishes you  
a great holiday!**

