



International Association for
Food Protection®

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Organized by the Food Safety Culture PDG
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Food Safety Culture - Part 1 of 7: How to get Buy-In, Develop Metrics, and Properly Implement	May 26, 11:00am (EST)
Food Safety Culture - Part 2 of 7: Food Safety Culture & Communication - It's about People	June 8, 11:00am (EST)
Food Safety Culture - Part 3 of 7: Latest Food Safety Culture Research From Four Doctoral Researchers	June 22, 11:00am (EST)
Food Safety Culture - Part 4 of 7: SQF and Culture Improvements - Hear Practical Learnings From Two Companies	July 6, 11:00am (EST)
Food Safety Culture - Part 5 of 7: Evolving the Retailer Stand on Food Safety Audits; Culture and Behavioral Assessments	July 13, 11:00am (EST)
Food Safety Culture - Part 6 of 7: Dynamic Leadership by Supervisors = Strong Organizational Cultures	July 22, 11:00am (EST)
Food Safety Culture - Part 7 of 7: Building Strong Food Safety Cultures with Effective Training Programs	August 17, 11:00 am (EST)

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Food Safety Culture - Part 6 of 7: Dynamic Leadership by Supervisors = Strong Organizational Cultures

Moderator: Lone Jespersen Cultivate, Switzerland

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Today's Presenters



Kent Summers

Learning & Development Manager

Daily's Premium Meats

Kent is a 30-year veteran of the Quality, Safety and Learning and Development Disciplines. He has worked in many industries and now is the Director of Talent Development at Daily's Premium Meats. He has a master's degree in business education from Utah State University.



Laura Dunn Nelson

VP Food Safety and Global

Alliances

Intertek Alchemy

Bringing to her role of Vice President of Food Safety and Global Alliances for Intertek Alchemy, Laura Dunn Nelson has over 30 years of experience implementing food safety and quality control programs, advancing food safety cultures for processing, packaging, foodservice and retail operations. She has a Bachelor of Science in microbiology from University of Texas

Dynamic Leadership by Supervisors = Strong Organizational Cultures



Kent Summers
*Learning & Development
Manager*
Daily's Premium Meats



Laura Dunn Nelson
*VP Food Safety and Global
Alliances*
Intertek Alchemy

Agenda

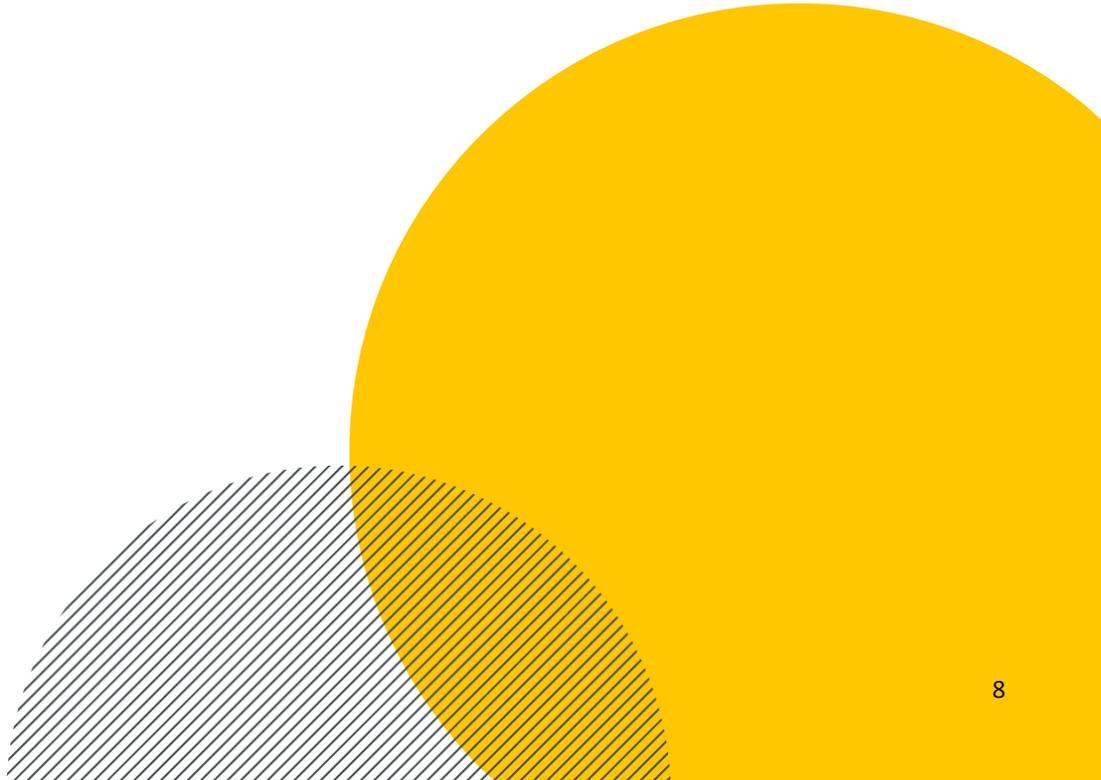
1 The Culture Power of Supervisors

2 Leadership Skill Focus – Soft Skills

3 Daily's Premium Meats Leadership Development Journey

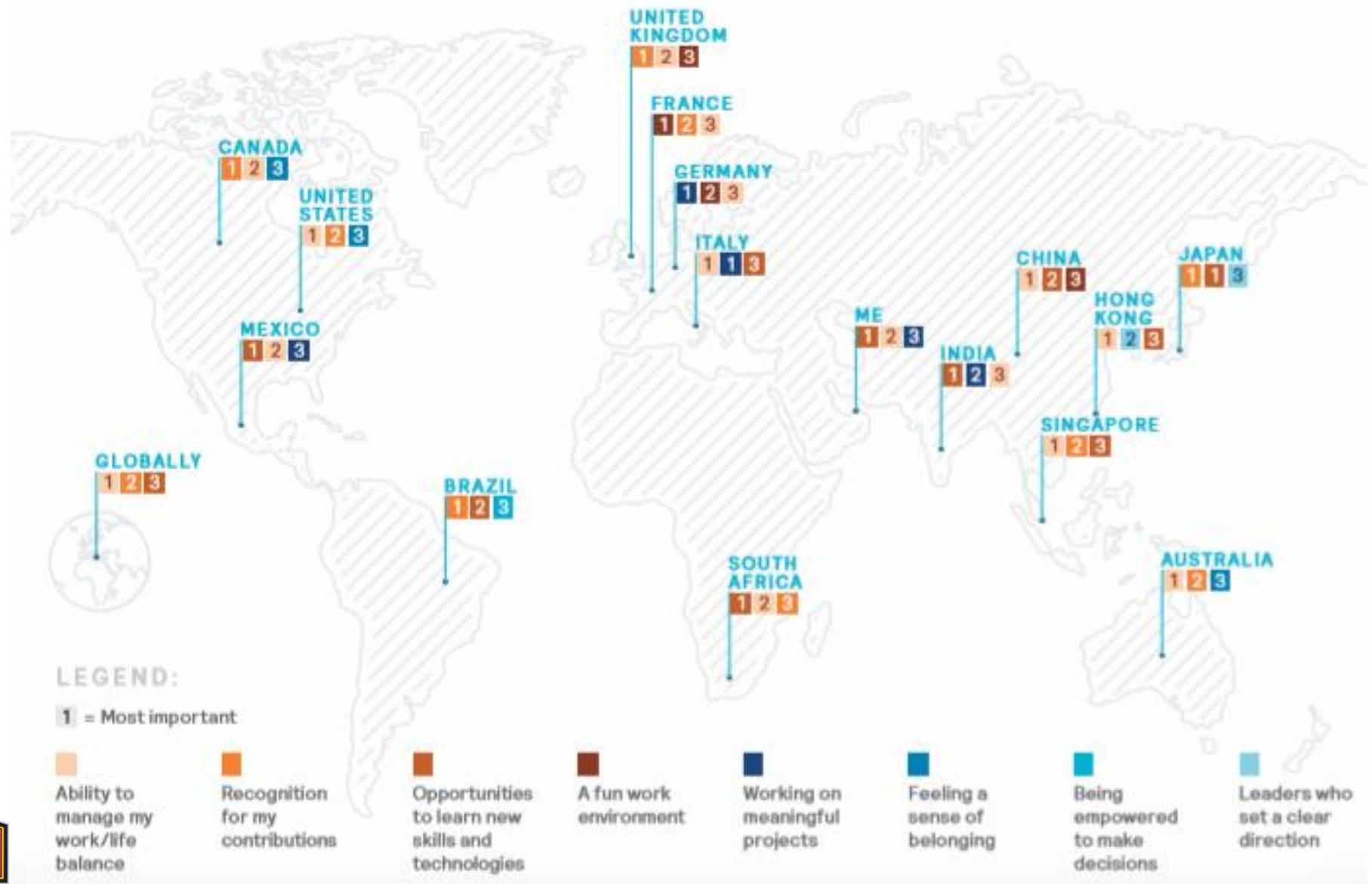
4 Let's Discuss!

The Culture Power of Supervisors



What Helps Employees Thrive at Work?

Global Talent Trends 2019,
Connectivity in the Human Age,
Mercer 2019



Supervisors MUST Engage Employees

- 70% of employees are disengaged (Gallup)
- 79% of employees who quite their jobs claim that a lack of appreciation was a major reason for leaving (OC Tanner)
- 65% of Americans claimed they weren't even recognized one time last year (OC Tanner)
- 82% of employees feel their supervisor doesn't recognize them for what they do (oGoLead)
- 60% say they are more motivated by recognition than money (oGoLead)



Skills include Food Safety, Operations, EHS, AND.....



*“Food safety culture ...is a way of doing business based on the science of **human behavior** and **organizational culture**...”*

Frank Yiannas, Deputy Commissioner for Food Policy and Response, FDA

Executing Food Safety Culture





Adaptability

Visions
and
Mission

People

Hazards
/Risk
Awareness

Consistent

Executing Food Safety Culture BETTER!

Supervisors Are Culture Creators!

- Supervisors influence a company's culture:
 - Employee Job Performance
 - Satisfaction
 - Engagement
 - Organizational identity
 - Retention
 - Implementation of strategic change
- They are critical in building employee trust & commitment
- Soft skills build the foundation for the employee behavior, performance, and dedication



Strong people skills are essential!

Leadership Skill Focus – Soft Skills

Research: Leadership Programs Needs Assessment

Traditional Leadership Programs

- ✘ Training is not contextually accurate
 - Incorrect educational level, too long, office situations, too theoretical
- ✘ Learning is distanced from everyday work
 - Difficult to translate to frontline work environment, delay in practicing skills
- ✘ Failure to reinforce
 - No feedback mechanism, lack of recognition for behavior change, not tied to personal performance metrics



Innovative Leadership Programs

- ✓ Equips leaders with a small number of competencies presented in a contextually correct manner to make the biggest impact
- ✓ Learning is done in the plant using real-life scenarios so it can be practiced in the plant
- ✓ Concise modules are available 24/7 and can be retaken as many times as needed
- ✓ Interactive questions for supervisor/manager introspective

The Alchemy of Leadership Program Course Components

- Content is short, concise and too the point
- Targets competencies that will make the biggest impact
- Contains a component that allows the manager or mentor to acknowledge behavior change
- Deals with everyday front line experiences
- Incorporates role play scenarios



The Alchemy of Leadership Modules



Communication

- Good First Impression
- Communication Basics
- Providing Constructive Feedback
- Active Listening
- Receiving Feedback
- Difficult Conversations

Teamwork

- How to Delegate
- Motivating Yourself and Others
- Teamwork

Performance Management

- Anger Management
- Dealing with Difficult People
- Disciplinary Action
- Giving a Performance Evaluation
- Handling Employee Complaints

• Leadership

- Behaving Like a Leader
- Building Trust
- Engaging Employees
- Managing Change
- Valuing Differences
- Follow Up and Follow Through

The Alchemy of Leadership Module Components

12

Ff

The Alchemy of Leadership



Follow Up and Follow Through

About This Module

To be an effective leader, it's important to follow through on the promises you make and equally important to follow up with the people to whom you've made those promises.

[Review Objectives](#)

Click on the buttons below to explore the module.



INSTRUCTION



WHY IT WORKS



EXERCISES



TAKEAWAYS

Instruction via Scenarios



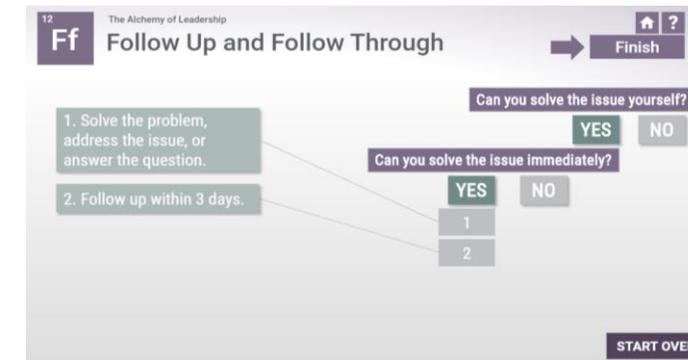
1. Introduction



2. Scenario



3. Summary



4. Key Elements

*“I love that the scenarios are **real-life tough issues** our supervisors deal with. Thanks for making it **real!**”*

—
Bonnie Curtis, Chief HR Officer

Anatomy of a Leadership Program

Daily's Premium Meats Leadership Development Journey

Kent Summers

Learning & Development Manager

Daily's Premium Meats



Executing Food Safety Culture



Daily's Background: Supervisor Training Needed

- Organizational transformation from Mom and Pop to a growing corporate concern
- No formalized training within the organization
- High turnover rate
- Training was seen as a use of time that we could not afford
- Salt Lake City, UT location has 36 languages and even more cultures
- Faced similar conditions as many other companies in the food industry
- 20-year-old leadership philosophies and practices



Daily's Background: Supervisor Training Needed

- Needed a “Quick Start”
- Tested other traditional online leadership learning options
- Wrote our own curriculum
- Fought to get the time to train
- Tested on the floor process trainers (part-time)
- During 90-day test turnover fell:
 - 15%-day shift
 - 30%-night shift

Daily's Current leadership Tools

Online Fundamental Leadership Principles

How we got started:

- Vetted various leadership training programs and implemented Alchemy's Leadership Program
- Specific to the Food Industry (they wear smocks and bump caps)
- Began training in November 2018
- Use AOL during the month
- Follow-up live training during last week of each month

Current Best Practices:

- Training Cohorts – Peer growth and support
- 1 on 1 Coaching – For leaders who ask for it





Accountability for “People” not Just Numbers

How we got started:

- Numbers ruled everything and poor people behavior was overlooked.
- We suffered from the “It’s ok because” Culture
- We moved the needle so fast when we piloted.....

Current Best Practices:

- Every Supervisor is now responsible for “People” Numbers
- Training team assists with onboarding....

Level the Playing Field

How we got started:

- Great talented people with great work ethic
- Making “Renters” “Owners”
- There is no real long-term path without the skill of “English”

Current Best Practices:

- English immersion classes on-site
- Paying tuition for Leaders who need advanced skills



The Future of Daily's Leadership Program



Customer Driven Changes

- We can't miss a month now...
- Requests for additional topics
- Individualized Education Plan for leaders
- High potential training plans
- Implement throughout corporation
- Increased SQF Scores
- New Plant Level Leadership.....

Future Plans

- Certification for each position that integrates food safety, plant safety and quality.
- Using new software (Playbook) to develop and infrastructure to make supervisors accountable for complete training of their individuals
- Annual curriculum update
- Hiring instructional designers
- React as needed to changes



Daily's Leadership Program Results



It's Happening – The ship is Turning!

- Annual projected turnover dropped over 140%
- Survey data about how supervisors are treating their people went from mostly negative to **no negative**
- Common language is being developed in all areas
- Using software for on the floor training and observations of actual performance for certification
- Company culture is shifting
- Not moving fast enough – Our Goal: To make Daily's employees the most sought after employees by our competitors.... And they don't leave...



Let's Discuss!



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Questions?

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the **Questions section** at the right of the screen.



Contact information for presenters

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- Laura Nelson Intertek Alchemy, USA laura.nelson@alchemysystems.com



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