Creating a Safe Food Culture

The Role of Attitude and Behavior

SFC17

SENSE OF URGENCY

"We have to change the way we do things around here."
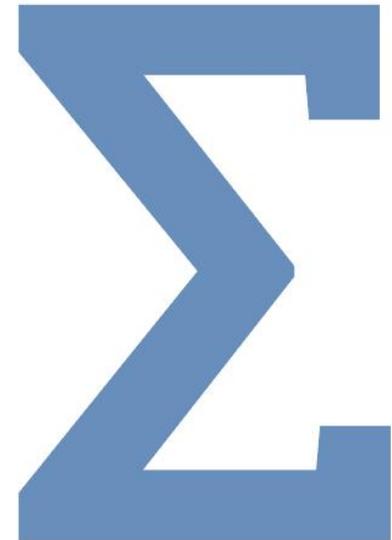
Current Culture

- Include Obvious Symbols

    - Mission and Vision Statements

    - Core Values

    - Brand – Logo – Products

Less Obvious Symbols

- Reserved parking spaces

- Executive bathrooms

- Special dining areas

- Office size and location

- Company vehicles

"Culture is the sum of *EVERYTHING* that makes up the workplace"

Culture is the "Smell of the Place"

- That feeling you get when you spend any time in an organization
  - Culture defines what is OK— and what isn't
  - Culture can be strong or it can be weak, but it always exists
  - Culture is "the way things are done around here"

CHANGING CULTURE

The current culture is very resilient.
By its nature it exists to resist change.

THERE IS NO ASPECT OF A COMPANY THAT IS MORE DIFFICULT TO CHANGE THAN THE CULTURE.

Creating a New Food Safety Culture

- When embarking on a new culture, realize:
    - It will require: time, perseverance and committed leadership
    - There will be resistance. Much of it passive and well-hidden
- But corporate culture can be changed, if there is:
    - An awareness of the scope of the challenge
    - A plan for overcoming the inevitable obstacles

Role-Based Cultures

- Authority, power and resources are driven by title and individual personality

- Hierarchy and bureaucracy frame the structure of the organization

- Decisions are passed down from few key authority figures to the rest of the workforce

- Workforce is largely disengaged from the significance of their work

Task-Based Cultures

- Far more inclusive of everyone

- Focus is on solving problems, accomplishing tasks and developing talents

- A team-based approach to work is often used, and respect is earned based on expertise and professionalism

- Ownership evolves from the accomplishments rather than the position and title of an individual

EIGHT STEPS TO CULTURE CHANGE

1. Establish a Sense of Urgency

2. Create a Guiding Coalition

3. Develop a Vision and Strategy

4. Communicate the Change Vision

5. Empower Employees for Broad Based Action

6. Generate Short-Term Wins

7. Consolidate Gains and Produce More Change

8. Anchor New Approaches in the Culture

Ref: John Kotter "Leading Change"

Complacency is the enemy of change.

Leadership is essential in creating a sense of urgency.

Establishing a Sense of Urgency

- Needed to overcome complacency

    - "the Status Quo isn't really that bad"

- <u>Demands</u> Bold Action

    - Sometimes a crisis creates bold action

- Difficult to make progress unless most managers believe the Status Quo is unacceptable

CREATING A GUIDING COALITION

Success of the desired culture change can be predicted by the personal commitment of the CEO and leadership team.

Creating a Guiding Coalition

- Not a single leader "Larger than Life" person

- Not weak committees

- Know the speed of market and technological changes

- Four essentials of a guiding coalition: Key Players; Expertise; Credibility and Leadership

DEVELOPING A VISION AND STRATEGY

"This is where we are going, and this is how we are going to get there together"

Developing a Vision and Strategy

- Clarifies the direction for change

- Addresses the **"Why"** we need to change

- Motivates people to take action in the right direction

- Coordinates the actions of different people

- Ambitious enough to require new actions

- Leader ⟹ Guiding Coalition ⟹ Others

This is where the will of the executive team is likely to be tested. Are they up to the challenge of driving change through the ranks of entrenched managers?

Communicating the Change Vision

- Keep it Simple – Clear – Concise

- Metaphors and Analogies

  - We are going to make less Fiats and more Mercedes

- Repeat – Repeat – Repeat

- Walk the Talk

Keep it Simple

- Through a process of debureacratization, we will empower our frontline employees to better serve idiosyncratic customer requirements

- We are going to throw out some of the rule books and give employees more discretion to do the right thing for our customers

United Airlines Learning Curve

EMPOWERING EMPLOYEES FOR BROAD BASED ACTION

Create an environment where employees accept responsibility for learning and developing solutions.

Empowering People for Action

- Overcome Internal Hurdles

  - Structural: Many Layers of Management

  - Skills: Attitude and Skills Training

  - H.R. Systems: Evaluations, Compensation, Promotions

  - Supervisors: Command and Control Style

GENERATING SHORT-TERM WINS

*Create wins.
Celebrate them.*

*Culture change is
not an initiative that
can be delegated.*

Role of Short-Term Wins

- Demonstrates sacrifices are worth it

- Rewards change agents

- Helps fine-tune vision and strategies

- Builds momentum

Difficult change initiatives are similar to tending a fire. You can't just throw a match and walk away. You have to watch over it and adapt to changing conditions to ensure that it will grow into a source of light and energy.

Change attitude, behavior and processes first before obtaining a new culture.

Anchoring Change in the Culture

- Happens last, not first

- Depends on results

- Requires a lot of talk

- May involve turnover

- New actions produces new culture

Buy-In

- Role of Leadership:

    - Vision of **<u>why</u>** the change initiative is important

    - Set expectations and inspire others

    - Communicates the value a strong safe food culture

    - Reinforces the commitment to a safe food culture

Proactive Versus Reactive

- Proactively establishing a safe food culture may prevent a food-borne illness outbreak

- Proactively analyze where your company should be positioned on food safety in the future

- Create and communicate the company's guiding principles and commitment to a safe food culture

- Document – Communicate – Implement

Take-Away Points

- Know the current culture

- Current culture is **Very Resilient**

- Be committed to a new culture

- Start with <u>Attitude</u> and <u>Behavior</u> to produce the <u>New Culture</u>

- A + B = C, if practiced consistently for a long enough time

- Work through the eight-step process to change a culture

- Understand leadership's role

**ATTITUDE
+
BEHAVIOR
=
CULTURE**

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