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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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Please consider making a contribution

This webinar is being recorded and will be available to IAFP members within one week.
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 quit 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
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 to 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

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

Teamwork
- How to Delegate
- Motivating Yourself and Others
- Teamwork

Leadership
- Behaving Like a Leader
- Building Trust
- Engaging Employees
- Managing Change
- Valuing Differences
- Follow Up and Follow Through
The Alchemy of Leadership Module Components

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

“I love that the scenarios are real-life tough issues our supervisors deal with. Thanks for making it real!”
— Bonnie Curtis, Chief HR Officer

3. Summary

4. Key Elements
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!
Questions?

Questions should be submitted via the Questions section at the right of the screen.
Contact information for presenters

- Kent Summers  Daily's Premium Meats, USA  Kent.Summers@dailysmeats.com
- Laura Nelson  Intertek Alchemy, USA  laura.nelson@alchemysystems.com
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