Innovation Center for U.S. Dairy
FOOD SAFETY CULTURE
October 18, 2019
Today...

Why focus on cultivating food safety?

How do you cultivate foods safety?

What are others doing?
Cultivate

Dedicated to help food manufacturers globally make safe, great tasting food through cultural effectiveness.

Founded in 2016 Cultivate works with global and local food companies to measure and change their culture of food safety.

The Cultivate products are all developed based on science and practical experiences.
Cultivate Clients and Partners
Why focus on cultivating food safety?
54% LESS MISTAKES IN A STRONG CULTURE*

Culture Maturity

Stage 1: "DOUBT"
Stage 2: "REACT TO"
Stage 3: "KNOW OF"
Stage 4: "PREDICT"
Stage 5: "INTERNALIZE"
Culture Maturity and Cost of Quality

Reference: Crosby. Quality is Free. 1972
Courage and Consequences

Reference: Braksick, 2007
How can you cultivate food safety?
CULTURAL DIMENSIONS

SUB-DIMENSIONS
TOOLS AND TACTICS
ADAPTABILITY
CONSISTENCY
HAZARDS & RISK AWARENESS
ONE LINKED PLAN!
Help others define their food safety ownership
## Leaders Owning Food Safety

<table>
<thead>
<tr>
<th>Cultural dimension</th>
<th>Tactic</th>
<th>Leadership behaviour(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission and Values</td>
<td>Integrate environmental monitoring to company/plant/business strategic and operational cycle</td>
<td>Leaders of all functions actively ask questions about food safety and environmental monitoring in strategy and budget discussions</td>
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<tr>
<td></td>
<td>Enable all leaders to message environmental monitoring</td>
<td>Leaders of all functions integrate food safety and environmental monitoring messages in their ongoing communications</td>
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<td>People</td>
<td>Food safety education for everyone: “Put a swab in everybody’s hands…”</td>
<td>All employees are expected to take company food safety education as part of their role-specific competencies</td>
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<td>Multidisciplinary team</td>
<td>All environmental monitoring insights – good and bad – are investigated by teams from multiple functions</td>
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<td>Adaptability</td>
<td>Carrot vs. stick</td>
<td>Team leaders use indicator sites and positive consequences (e.g., reward findings), resulting in problem prevention and continuous improvement that builds trust in the food safety process</td>
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<td>Consistency</td>
<td>Communication rhythm</td>
<td>Leaders design food safety and environmental monitoring into the company rhythm (i.e., board discussions, leadership meetings, plant huddles and frontline team discussions)</td>
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<td>Risks and Hazards</td>
<td>Environmental monitoring pictures and stories</td>
<td>Technical team members generate ongoing messages and stories for others to use in team member onboarding and engagement</td>
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</table>
Environmental Monitoring Handbook
for the Food and Beverage Industries

In partnership with Cornell University and other industry experts, 3M has developed the *Environmental Monitoring Handbook for the Food and Beverage Industries* – a comprehensive guide to help you build and enhance your environmental monitoring program.

www.3M.com/EnvironmentalMonitoring
What are others doing?
Tactics from industry…

- Lily Chiem, Kagome
- Mike Liewen & Cormac Gilligan, PepsiCo
- Tim Jackson, Grupo Bimbo
Rhythm and Habits

Food safety messaging connected to strategy
Dialog, challenge, solve, and improve
Leaders Messaging
Make Risks Personal

- Cross functional group
- Physically walking
- Identification of potential issues
- Trust and collaboration

**Prepare**
Prepare for the Quality Food Safety Walk.

**Go and See**
Complete the Quality Food Safety Walk.

**Prioritize**
Discuss observations and prioritize risks and issues requiring corrective actions.

**Brainstorm**
Decide on best corrective actions.

**Take Action**
Complete corrective actions.

**Control**
Follow up on effectiveness of corrective actions.
What can you put on your Monday morning list?
Monday morning list...

...your can,
- Walking the Talk
- Recognize those around you
- Manage consequences

...your team can,
- Assess and agree on one linked plan
- Establish rhythm and habits
- Enable leaders to message
- Personalize risks
Bindi and Sue
Thank you

Mary, Sausage Packer
Ben and Tara, Shippers
Sam and Pete, Produce Sorters
Millions of voices...

Lone Jespersen, PhD
lone@cultivatefoodsafety.com