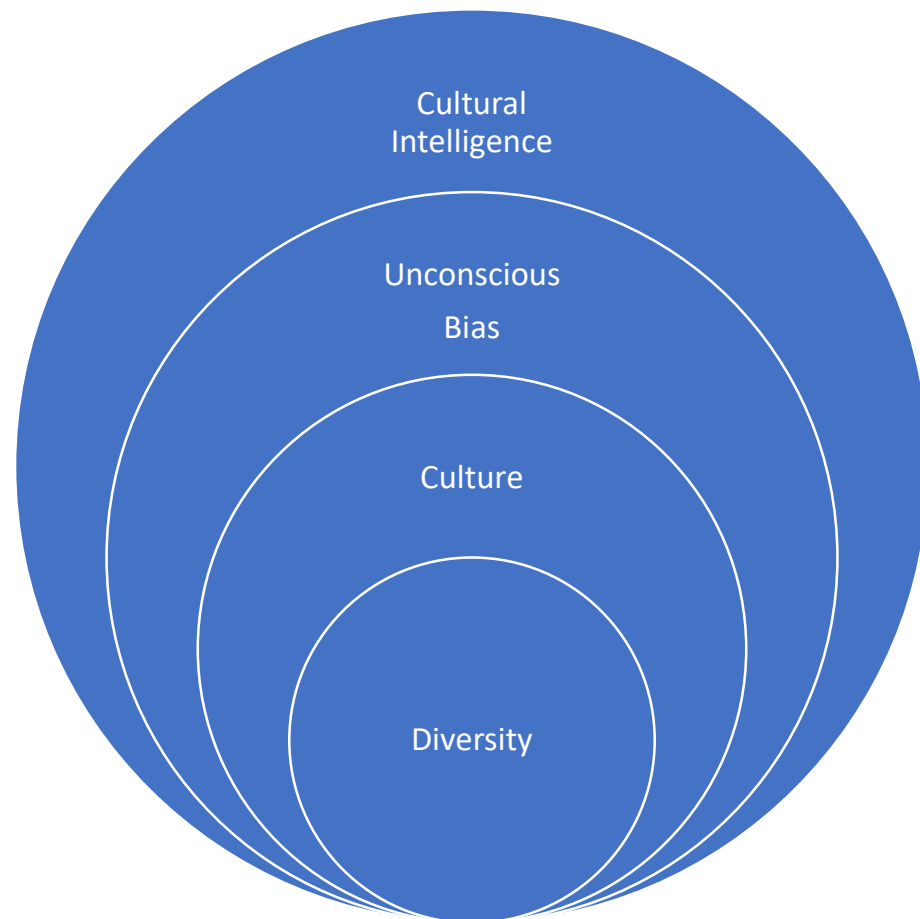




Food Safety Culture

How to Create a Culture of Food Safety In a Highly Diverse Workforce

Today's Aspiration—Increased Awareness



What's In A Name?

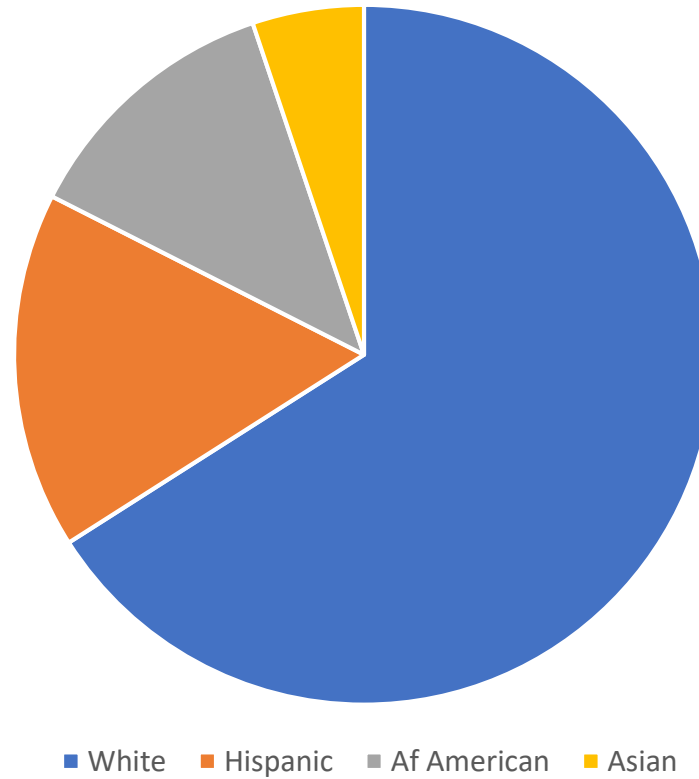
- Oscar Rogers Jr. & Helen Florine French
- Roger Carol Rogers
- Rogercarol Rogers
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- Rogercarole Rogers
- Rogercarole Rogers Hall

DIVERSITY!!!!

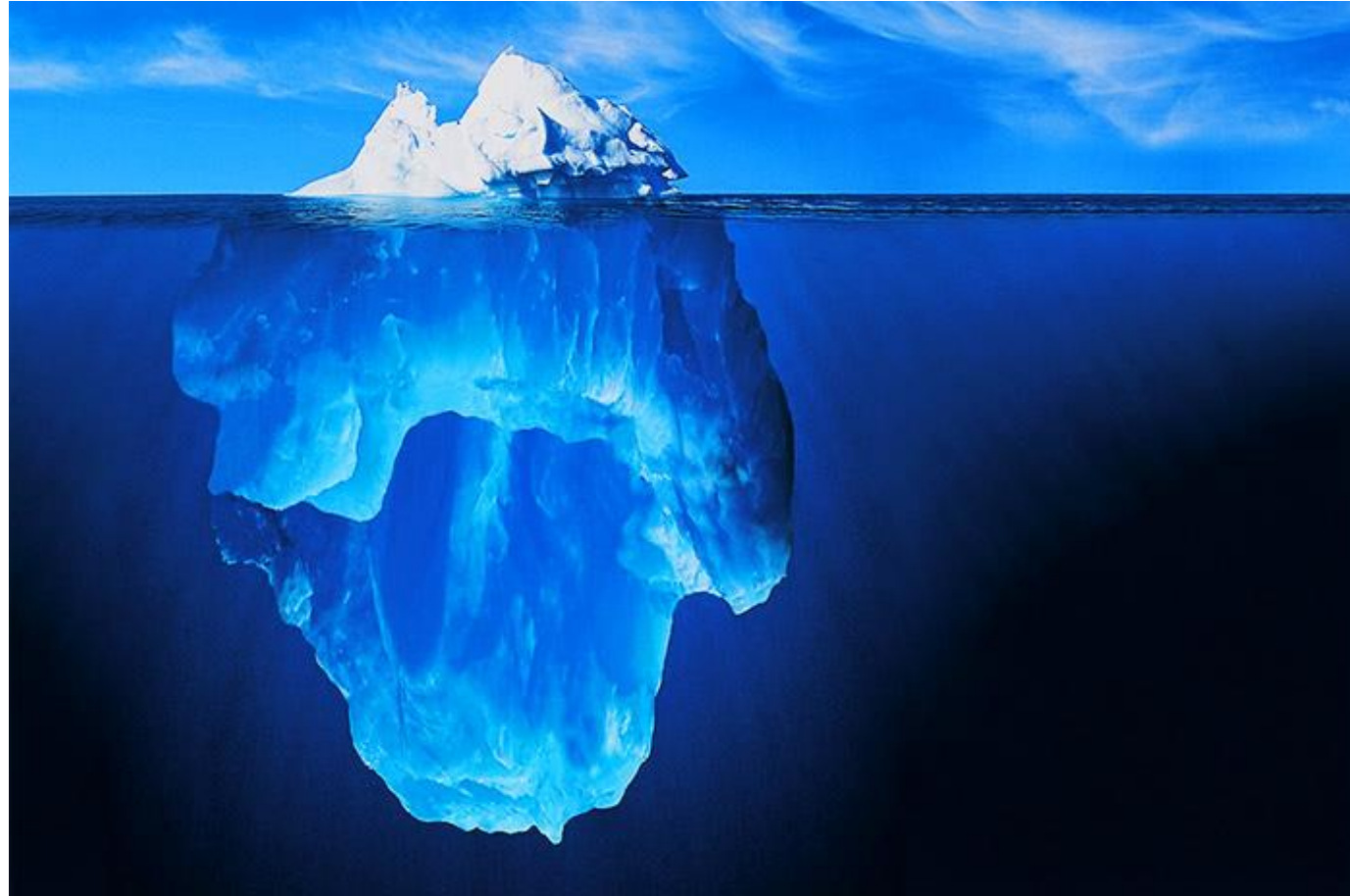


U.S. Workforce

2013 workforce



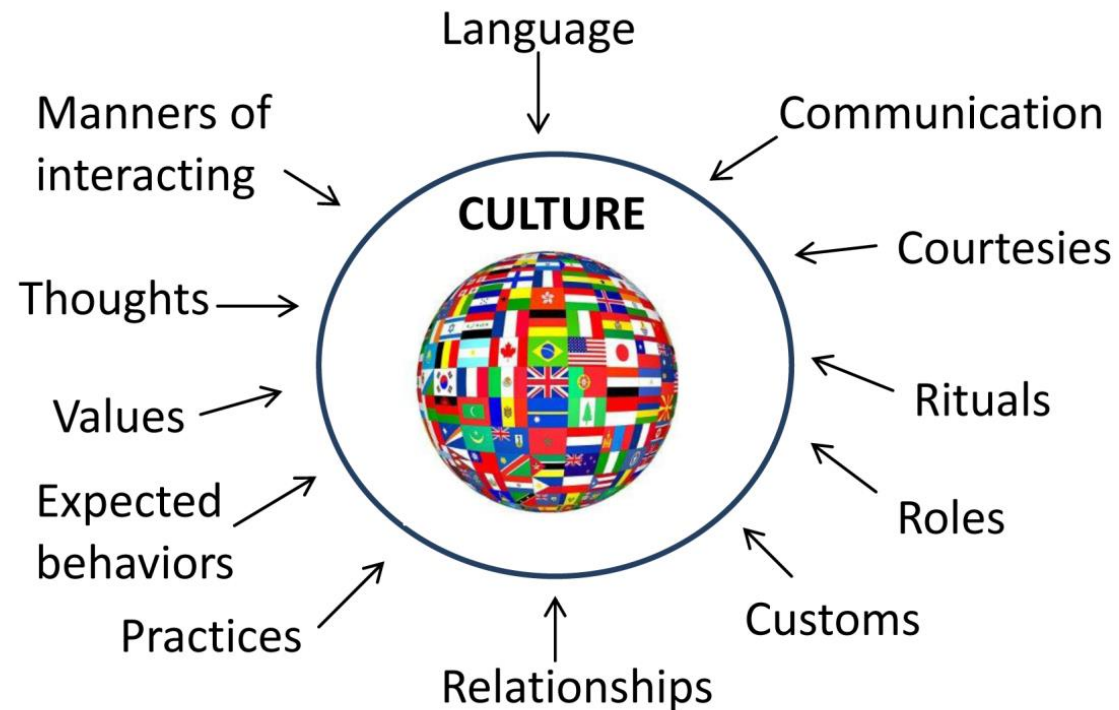
Diversity Iceberg



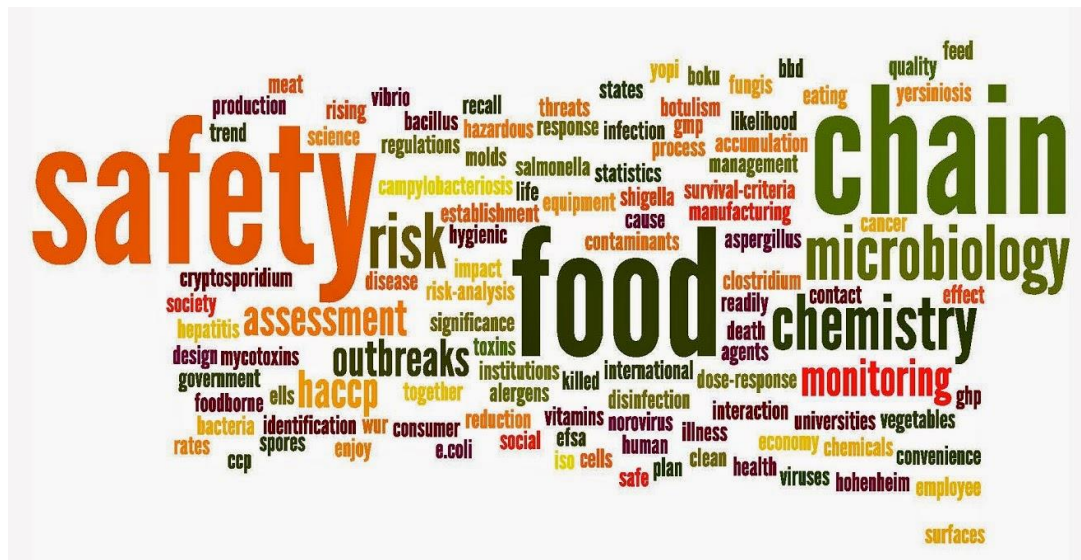
Discovery 1

- Diversity is more than race, gender, age and disability
- The current U.S. workforce is 1/3 people of color
- Actions are often based on what we see on the surface—is their surface like my surface? But the greater similarities and differences are below the “watermark”.

Culture Components



“Strong” Food Safety Culture Factors

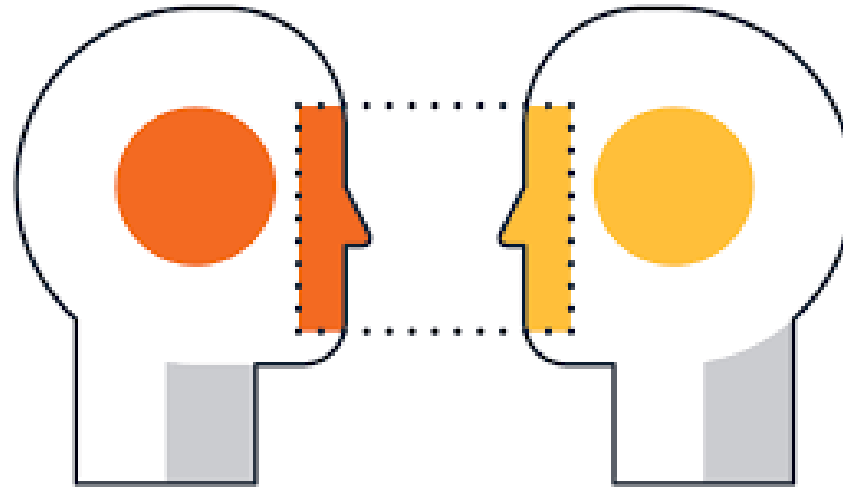


- Balancing Revenue & Safety
- **Strong Communication**
- **Respect for Regulation**
- Digital Records
- Educating staff
- Combatting Complacency
- **Engaging Employees**

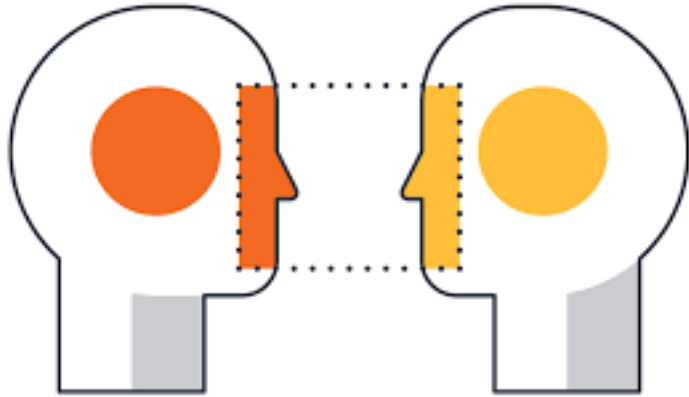
Discovery 2

- Culture is a shared pattern of beliefs, values, assumptions and behaviors that distinguish one group from another.
- Culture is found at every level of human interaction—ethnic groups, friendship groups, work groups and academic disciplines.

Unconscious Bias



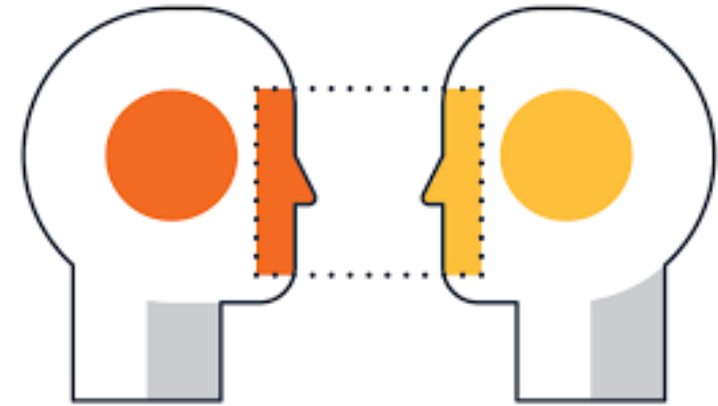
Unconscious Bias Impact



- Unconsciously affects understanding, actions and decisions
- Activated involuntarily; without awareness or intent.
- Difficult to access implicit bias through introspection
- Implicit or implied associations lead to having feelings & attitudes based on race, ethnicity, age and appearance.
- Implicit associations develop over a lifetime via exposure to direct and indirect messages combined with media and news input.

Unconscious Bias Characteristics

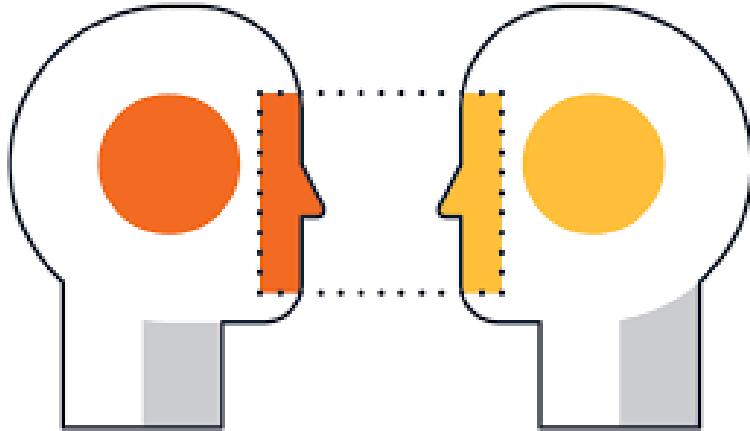
- Pervasive
- Implicit (unconscious) and Explicit associations are related but distinct mental constructs
- Do not necessarily align with our declared beliefs
- We hold on to implicit biases that favor our own ingroup
- Implicit biases are malleable



Blame It on THE Chalkboard



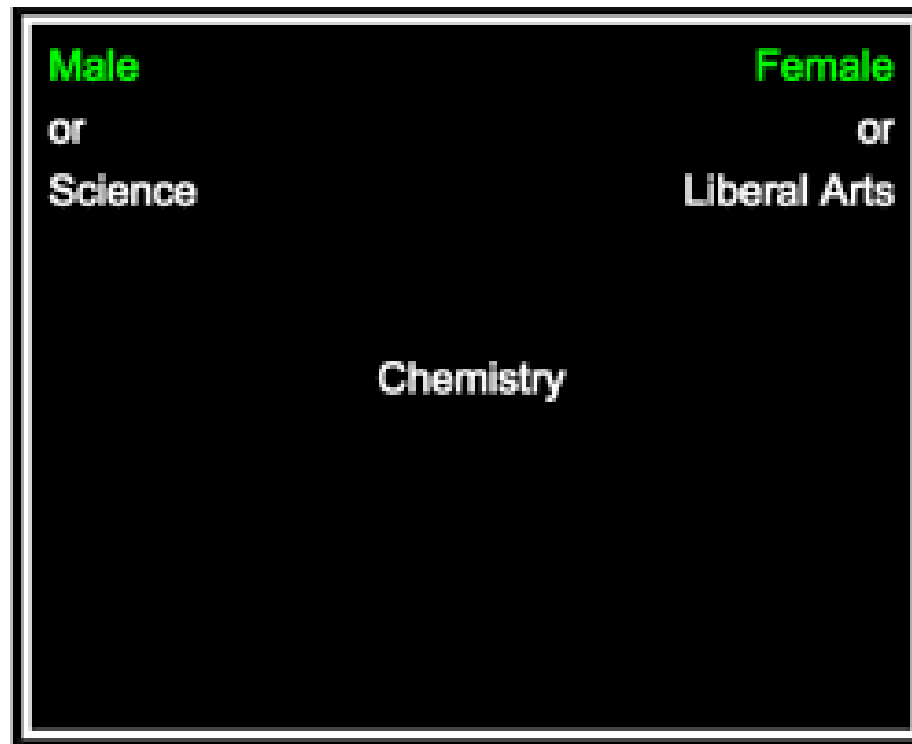
Defeating Unconscious Bias



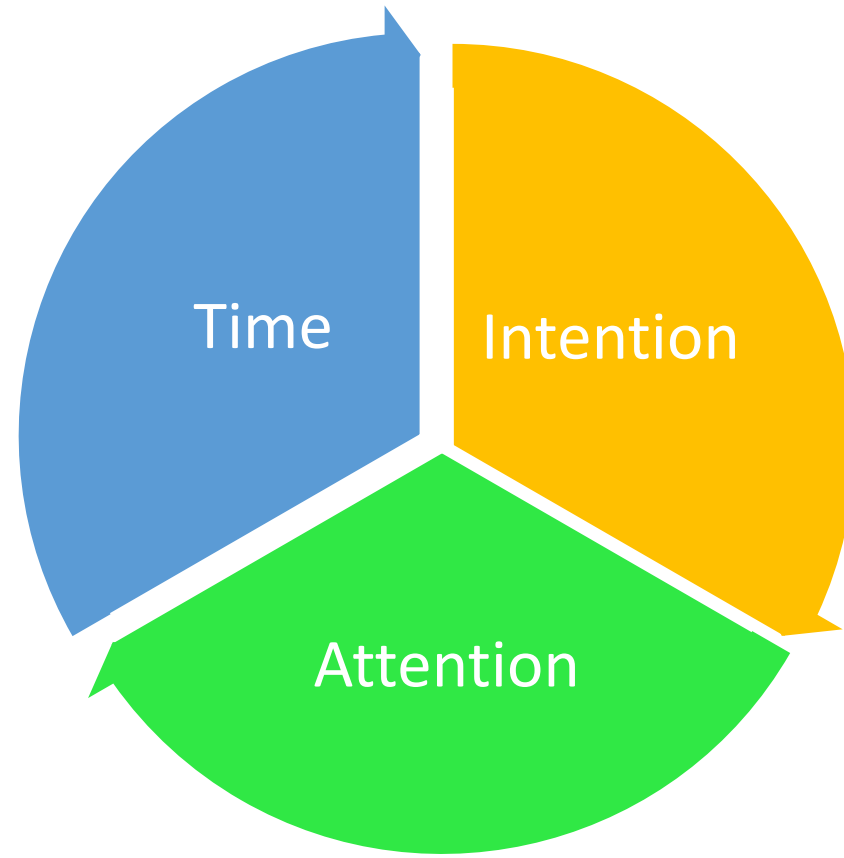
- Awareness
- Intention
- Attention
- Time
- Increase Micro-Affirmations
- Decrease Micro-Triggers
- Increase Cultural Intelligence

Defeating Unconscious Bias--Awareness

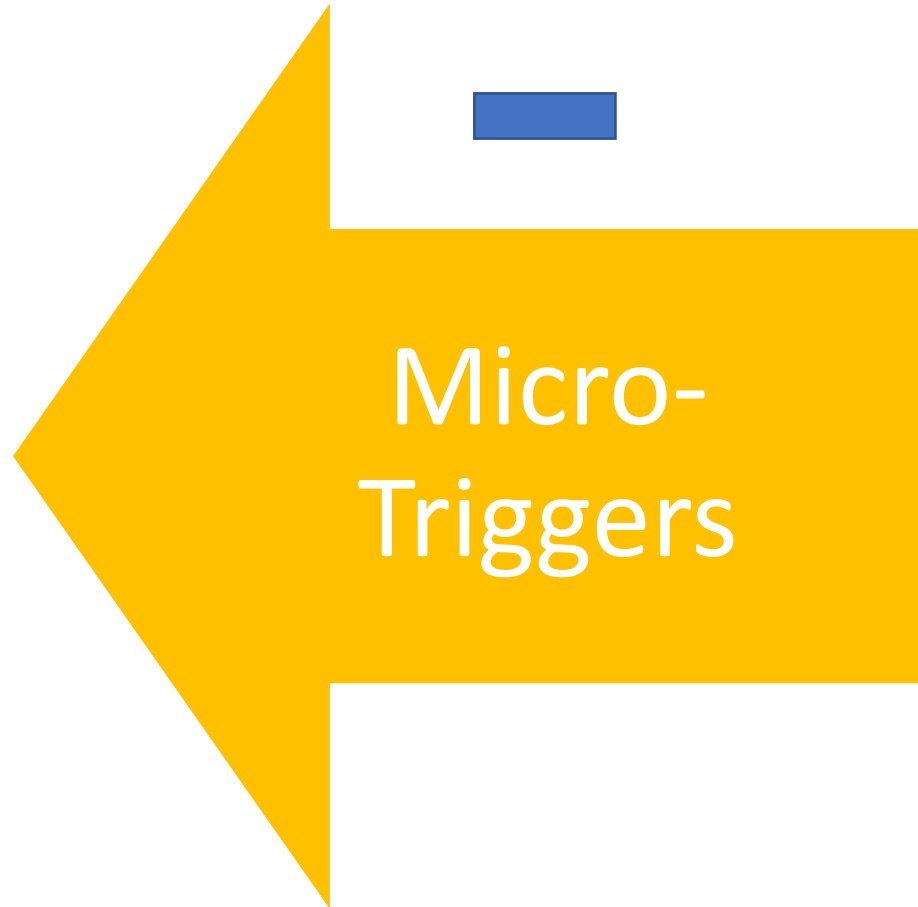
- Harvard Implicit Association Test



Defeating Unconscious Bias



Defeating Unconscious Bias Habits



Discovery 3

- Unconscious Bias exists in everyone; based on our experiences and the “unknown unknown”
- Unconscious Bias affects our decisions and actions.
- Unconscious Bias can be mitigated

Increase Your Cultural Intelligence



- Knowledge, Skills and Abilities
- To engage people from different cultural backgrounds

Increase Your Cultural Intelligence

- **Cultural Self-Awareness**
 - Individual
 - Organizational
- **Cross-Cultural Communication**
- Empathetic Engagement
- Conflict Resolution
- **Authentic Feedback**



Cultural Self-Awareness

- Self-control of behaviors, emotions, actions
- Honest reflection about how you come across to others
- Evaluating your own actions before evaluating others
- Changing how you act, with intentional response
- Handling feedback in a constructive way
- Being willing to ask others for feedback about how they see you.



Cross Cultural Communication

- Actively working to learn and understand the cultural cues, traits, standards, traditions and nuances (both verbal and not verbal) of different groups.
- Understanding humor
- Understanding the value of having input from



Authentic Feedback

- Using truthful, relevant facts and show empathy and respect when giving feedback
- Learning and being mindful of cultural differences.
- Seeking input about the style and quality of the feedback you give others.
- Asking for permission to provide honest feedback as a way to communicate respect and sincerity.
- Balance listening, feedback and dialog.

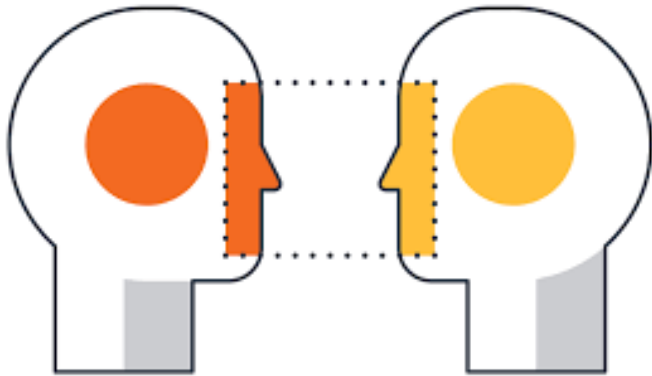


Discovery 4

- Cultural Intelligence is having the Knowledge, Skills and Abilities necessary to effectively and appropriately engage people from different cultural backgrounds for better performance.
- Its Components are:
 - Cultural Self Awareness
 - Cross Cultural Communication
 - Empathetic Engagement
 - Conflict Resolution and Management
 - Authentic Feedback

Relationship of Unconscious Bias and Cultural Intelligence

- Unconscious Bias interruption
Increases Awareness

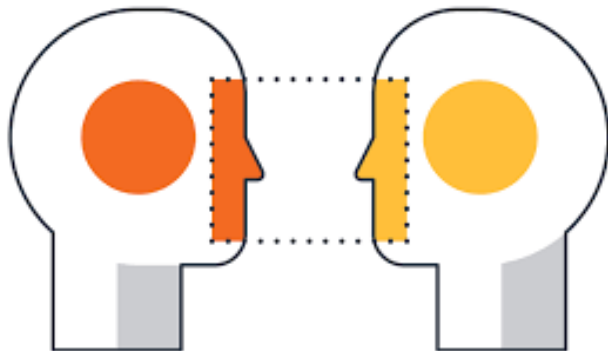


- Cultural Intelligence adaptation
Changes Behavior



Relationship of Unconscious Bias and Cultural Intelligence

- Understand the sources of unconscious bias and how bias can influence your interactions with others
- Increase awareness of your own cultural identities
- Develop strategies to combat bias and to use differences synergistically to improve intercultural effectiveness



Awareness of Cultural Identities

- Several measurement tools
 - The Globe Foundation
 - Cultural Intelligence Center
- Cultural Values preferences
- 10 global Cultural Values clusters
 - NOT exhaustive
 - Starting point to understand differences and similarities



Domestic Cultural Values

(See Job Aid)

US DOMESTIC DIVERSITY

One of the first steps in improving cultural intelligence is understanding cultural value dimensions. These stem from decades of research on how to compare the ways individuals have been socialized based upon their cultural backgrounds. They can provide very useful insights when engaging with the growing population of diverse cultures within the United States.

<p>INDIVIDUALISM Emphasis on individual goals and individual rights</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">African American</td> <td style="width: 33%; text-align: center;">Asian American Hispanic/Latino Native American/Alaska Natives</td> </tr> </table>	Caucasian	African American	Asian American Hispanic/Latino Native American/Alaska Natives	<p>COLLECTIVISM Emphasis on group goals and personal relationships</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">African American Asian American</td> <td style="width: 33%; text-align: center;">Hispanic/Latino Native American/Alaska Natives</td> </tr> </table>	Caucasian	African American Asian American	Hispanic/Latino Native American/Alaska Natives
Caucasian	African American	Asian American Hispanic/Latino Native American/Alaska Natives					
Caucasian	African American Asian American	Hispanic/Latino Native American/Alaska Natives					
<p>LOW POWER DISTANCE Emphasis on equality; shared decision-making</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">African American Asian American</td> <td style="width: 33%; text-align: center;">Hispanic/Latino Native American/Alaska Natives</td> </tr> </table>	Caucasian	African American Asian American	Hispanic/Latino Native American/Alaska Natives	<p>HIGH POWER DISTANCE Emphasis on differences in status; superiors make decisions</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">African American Asian American Native American/Alaska Natives</td> <td style="width: 33%; text-align: center;">Hispanic/Latino</td> </tr> </table>	Caucasian	African American Asian American Native American/Alaska Natives	Hispanic/Latino
Caucasian	African American Asian American	Hispanic/Latino Native American/Alaska Natives					
Caucasian	African American Asian American Native American/Alaska Natives	Hispanic/Latino					
<p>LOW UNCERTAINTY AVOIDANCE Emphasis on flexibility and adaptability</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">African American Asian American Native American/Alaska Natives</td> <td style="width: 33%; text-align: center;">Hispanic/Latino</td> </tr> </table>	Caucasian	African American Asian American Native American/Alaska Natives	Hispanic/Latino	<p>HIGH UNCERTAINTY AVOIDANCE Emphasis on planning and predictability</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">African American Hispanic/Latino</td> <td style="width: 33%; text-align: center;">Asian American Native American/Alaska Natives</td> </tr> </table>	Caucasian	African American Hispanic/Latino	Asian American Native American/Alaska Natives
Caucasian	African American Asian American Native American/Alaska Natives	Hispanic/Latino					
Caucasian	African American Hispanic/Latino	Asian American Native American/Alaska Natives					
<p>COOPERATIVE Emphasis on collaboration, harmony, and warmth</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">African American Hispanic/Latino Native American/Alaska Natives</td> <td style="width: 33%; text-align: center;">Asian American</td> </tr> </table>	Caucasian	African American Hispanic/Latino Native American/Alaska Natives	Asian American	<p>COMPETITIVE Emphasis on competition, success, and results</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">Asian American Native American/Alaska Natives</td> <td style="width: 33%; text-align: center;">Hispanic/Latino</td> </tr> </table>	Caucasian	Asian American Native American/Alaska Natives	Hispanic/Latino
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Caucasian	Asian American Native American/Alaska Natives	Hispanic/Latino					
<p>SHORT-TERM Emphasis on immediate outcomes (success now)</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Caucasian African American</td> <td style="width: 33%; text-align: center;">Hispanic/Latino</td> <td style="width: 33%; text-align: center;">Asian American Native American/Alaska Natives</td> </tr> </table>	Caucasian African American	Hispanic/Latino	Asian American Native American/Alaska Natives	<p>LONG-TERM Emphasis on long-term outcomes (success later)</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">Asian American Native American/Alaska Natives</td> <td style="width: 33%; text-align: center;">Hispanic/Latino</td> </tr> </table>	Caucasian	Asian American Native American/Alaska Natives	Hispanic/Latino
Caucasian African American	Hispanic/Latino	Asian American Native American/Alaska Natives					
Caucasian	Asian American Native American/Alaska Natives	Hispanic/Latino					

DIRECT (LOW CONTEXT) **INDIRECT (HIGH CONTEXT)**
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Emphasis on explicit communication (words)	Emphasis on indirect communication (tone, context)						
Caucasian African American	Hispanic/Latino						
Asian American Native American/Alaska Natives							
<p>BEING Emphasis on quality of life</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Hispanic Native American/Alaska Natives</td> <td style="width: 33%; text-align: center;">African American</td> <td style="width: 33%; text-align: center;">Asian American Caucasian</td> </tr> </table>	Hispanic Native American/Alaska Natives	African American	Asian American Caucasian	<p>DOING Emphasis on being busy and meeting goals</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Asian American Caucasian</td> <td style="width: 33%; text-align: center;">African American</td> <td style="width: 33%; text-align: center;">Hispanic Native American/Alaska Natives</td> </tr> </table>	Asian American Caucasian	African American	Hispanic Native American/Alaska Natives
Hispanic Native American/Alaska Natives	African American	Asian American Caucasian					
Asian American Caucasian	African American	Hispanic Native American/Alaska Natives					
<p>UNIVERSALIST Emphasis on rules; standards that apply to everyone</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">Native American/Alaska Natives</td> <td style="width: 33%; text-align: center;">African American Asian American Hispanic</td> </tr> </table>	Caucasian	Native American/Alaska Natives	African American Asian American Hispanic	<p>PARTICULARIST Emphasis on specifics; unique standards based on relationships</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Asian American</td> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">African American Hispanic/Latino Native American/Alaska Natives</td> </tr> </table>	Asian American	Caucasian	African American Hispanic/Latino Native American/Alaska Natives
Caucasian	Native American/Alaska Natives	African American Asian American Hispanic					
Asian American	Caucasian	African American Hispanic/Latino Native American/Alaska Natives					
<p>NEUTRAL Emphasis on non-emotional communication; hiding feelings</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Asian American</td> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">African American Hispanic/Latino Native American/Alaska Natives</td> </tr> </table>	Asian American	Caucasian	African American Hispanic/Latino Native American/Alaska Natives	<p>AFFECTIVE Emphasis on expressive communication; sharing feelings openly</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Asian American</td> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">African American Hispanic/Latino Native American/Alaska Natives</td> </tr> </table>	Asian American	Caucasian	African American Hispanic/Latino Native American/Alaska Natives
Asian American	Caucasian	African American Hispanic/Latino Native American/Alaska Natives					
Asian American	Caucasian	African American Hispanic/Latino Native American/Alaska Natives					
<p>MONOCHRONIC Emphasis on one thing at a time (work/personal life separate)</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Caucasian</td> <td style="width: 33%; text-align: center;">Asian American Native American/Alaska Natives</td> <td style="width: 33%; text-align: center;">African American Hispanic/Latino</td> </tr> </table>	Caucasian	Asian American Native American/Alaska Natives	African American Hispanic/Latino	<p>POLYCHRONIC Emphasis on many obligations (work/personal life mixed)</p> <table border="0" style="width: 100%; background-color: #e6f2ff;"> <tr> <td style="width: 33%; text-align: center;">Asian American Native American/Alaska Natives</td> <td style="width: 33%; text-align: center;">African American Hispanic/Latino</td> <td style="width: 33%; text-align: center;">Caucasian</td> </tr> </table>	Asian American Native American/Alaska Natives	African American Hispanic/Latino	Caucasian
Caucasian	Asian American Native American/Alaska Natives	African American Hispanic/Latino					
Asian American Native American/Alaska Natives	African American Hispanic/Latino	Caucasian					

Note: These cultural groups are based on broad categories as defined by the US Census Bureau. There may be some variation within each domestic cluster, particularly for Asian Americans and Hispanics/Latinos.

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3 Cultural Values



- Context
 - Low Context=More direct communication
 - High Context=More obtuse communication
- Universalism vs Particularism
 - Universalism=Application standards to everyone
 - Particularism=Unique standards based on relationships
- Individual vs Collective
 - Individual=Emphasis on individual rights & goals
 - Collective=Group and relationship emphasis

3 Domestic Cultural Values Continuum

<p><u>Direct (Low Context)</u> Caucasians African Americans</p>	<p>←-----→ Hispanic/Latinos</p>	<p><u>Indirect (High Context)</u> Asian Americans Native Americans</p>
<p><u>Universalist</u> Caucasians</p>	<p>←-----→ Native Americans</p>	<p><u>Particularist</u> African Americans Asian Americans Hispanic/Latinos</p>
<p>Individualism Caucasians</p>	<p>←-----→ African Americans</p>	<p>Collectivism Asian Americans Hispanic/Latinos Native Americans</p>

Domestic Cultural Values Relationship to Strong Food Safety Culture Components

<u>3 Strong Food Safety Culture Components</u>	<u>Individual Cultural Values</u>
Communication	Direct(Low Context) vs Indirect (High Context)
Respect for Regulation	Universalism vs Particularism
Engaging Employees	Individual vs Collectivism

Communication Cultural Value—Racial/Ethnic, Generational Continuum & Food Safety Culture

Food Safety Culture-- Communication		
Direct—Low Context	←-----→	Indirect—High Context
<p>Caucasians, African Americans</p> <p>Gen Xers</p>	<p>Hispanics/Latinos</p> <p>Boomers</p>	<p>Asian Americans, Native Americans</p> <p>Millennials</p>

Regulation Respect Cultural Value--Racial/Ethnic, Generational Continuum & Food Safety Culture

Food Safety Culture— Regulation Respect		
Universalist	←-----→	Particularist
Caucasians Gen Xers, Millennials	Native Americans/Alaskan Natives	African Americans, Asian Americans, Hispanic/Latinos Boomers

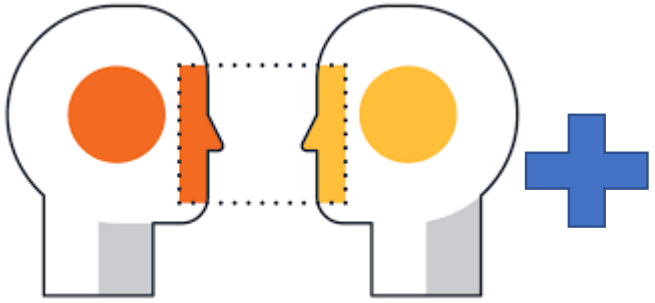
Employee Engagement Cultural Value--Racial/Ethnic, Generational Continuum & Food Safety Culture

Food Safety Culture— Employee Engagement		
Individualism	←-----→	Collectivism
<p>Caucasians</p> <p>Gen Xers</p>	<p>African Americans</p> <p>Boomers,</p>	<p>Asian American, Hispanic/Latinos, Native Americans/Alaskan Natives</p> <p>Millennials</p>

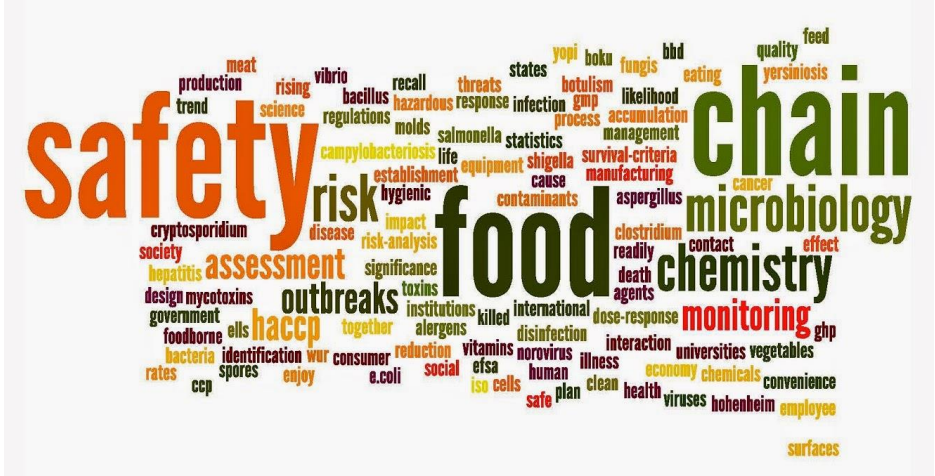
Discovery 5

- Mitigation of unconscious bias and application of cultural intelligence work together to support management of a diverse workforce (AND Every workforce is diverse)
- Knowledge of racial/ethnic and generational cultural values brings greater awareness of potential workforce issues.

Application Examples



=



Scenario 1 Breaking Through Bias

- **If:**
 - You are working on a project with a diverse work team. Language and communication are a challenge with a few of the individuals and you are under a very tight schedule and fearful that you are not going to meet the deadline. You are tempted to replace them on the project.
- **Then:**
 - Brainstorm 1-2 ideas to break through any bias

Scenario 2—Applying Cultural Intelligence

- **If**
- You are working on a project with a diverse work team—Caucasians, African Americans and Hispanics. Language and communication are a challenge with a few of the individuals. The Boomers and Millennials don't seem to understand each other. You are under a very tight schedule and fearful that you are not going to meet the deadline.
- **Then:**
What can you do to complete the project on time?
- Brainstorm application of 1-2 Cultural Intelligence insights regarding race and generations that can improve communication

Scenario 3— Top Talent Recruitment and Retention

- You are a 62 year old Caucasian male, who manages a department of 10 very talented individuals—6 are over 55 years of age, 2 are between 40 and 45 and the other 2 are 27 and 34 years old. 2 are Asian American, 1 is African American, 1 is Hispanic and every one else is Caucasian. There are unconfirmed rumors that there is going to be a workforce reduction; how can you keep ALL of them engaged, maintaining a strong culture of food safety?
- Consider what unconscious biases may exist (yours and theirs) and which cultural values insights may be applied to support their engagement.

What Have We Discovered??

1. How diversity and culture look in today's U.S. workforce
2. The breadth of the definition of culture; it also includes organizations and functional departments
3. Awareness of what unconscious bias is and how it develops and can be managed
4. Awareness of what Cultural Intelligence is and how it combines with unconscious bias management to better manage a diverse workforce.
5. Awareness of the measurement of cultural values and its application to increase individual cultural self-awareness and knowledge of others.





- For Your
 - Time
 - Attention
 - Participation