Food Safety Culture

How to Create a Culture of Food Safety In a Highly Diverse Workforce
Today’s Aspiration—Increased Awareness

- Diversity
- Culture
- Unconscious Bias
- Cultural Intelligence
What’s In A Name?

• Oscar Rogers Jr. & Helen Florine French
• Roger Carol Rogers
• Roger Carol Rogers
• Rg
• Roger Carol Rogers
• Roger Carol Rogers Hall
DIVERSITY!!!!
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
Food Safety Culture
“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

- Time
- Intention
- Attention
Defeating Unconscious Bias Habits

- Micro-Trigger

+ Micro-Affirmations
• 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 others
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)

<table>
<thead>
<tr>
<th>US Domestic Diversity</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individualism</strong></td>
<td><strong>Collectivism</strong></td>
</tr>
<tr>
<td>Emphasis on individual goals and individual rights.</td>
<td>Emphasis on group goals and collaborative leadership.</td>
</tr>
<tr>
<td>Cultural</td>
<td>Asian American</td>
</tr>
<tr>
<td></td>
<td>African American</td>
</tr>
<tr>
<td></td>
<td>Middle Eastern &amp; Islamic Nations</td>
</tr>
<tr>
<td><strong>Low Power Distance</strong></td>
<td><strong>High Power Distance</strong></td>
</tr>
<tr>
<td>Emphasis on equality, harmony, and consensus.</td>
<td>Emphasis on hierarchy, authority, and control.</td>
</tr>
<tr>
<td>Cultural</td>
<td>African American</td>
</tr>
<tr>
<td></td>
<td>Asian American</td>
</tr>
<tr>
<td></td>
<td>Middle Eastern &amp; Islamic Nations</td>
</tr>
<tr>
<td><strong>Low Uncertainty Avoidance</strong></td>
<td><strong>High Uncertainty Avoidance</strong></td>
</tr>
<tr>
<td>Emphasis on predictability, control, and routine.</td>
<td>Emphasis on flexibility, adaptability, and change.</td>
</tr>
<tr>
<td>Cultural</td>
<td>African American</td>
</tr>
<tr>
<td></td>
<td>Asian American</td>
</tr>
<tr>
<td></td>
<td>Middle Eastern &amp; Islamic Nations</td>
</tr>
<tr>
<td><strong>Cooperative</strong></td>
<td><strong>Competitive</strong></td>
</tr>
<tr>
<td>Emphasis on collaboration, harmony, and consensus.</td>
<td>Emphasis on competition, success, and wealth.</td>
</tr>
<tr>
<td>Cultural</td>
<td>African American</td>
</tr>
<tr>
<td></td>
<td>Asian American</td>
</tr>
<tr>
<td></td>
<td>Middle Eastern &amp; Islamic Nations</td>
</tr>
<tr>
<td><strong>Short-Term</strong></td>
<td><strong>Long-Term</strong></td>
</tr>
<tr>
<td>Cultural</td>
<td>African American</td>
</tr>
<tr>
<td></td>
<td>Asian American</td>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Direct (Low Context)</th>
<th>Indirect (High Context)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Heritage</td>
<td>Cultural Appropriation</td>
</tr>
</tbody>
</table>

Note: These cultural groups are based on broad categories as defined by the US Census Bureau. There may be some overlap within each domestic cluster, particularly for Asian Americans and Hispanic/Latinx individuals.
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
### Domestic Cultural Values Continuum

<table>
<thead>
<tr>
<th>Direct (Low Context)</th>
<th>Universalist</th>
<th>Individualism</th>
<th>Indirect (High Context)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caucasians</td>
<td>Caucasians</td>
<td>Caucasians</td>
<td>Asian Americans</td>
</tr>
<tr>
<td>African Americans</td>
<td></td>
<td></td>
<td>Native Americans</td>
</tr>
<tr>
<td>Hispanic/Latinos</td>
<td></td>
<td></td>
<td>Asian Americans</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Hispanic/Latinos</td>
</tr>
<tr>
<td></td>
<td></td>
<td>African Americans</td>
<td>Native Americans</td>
</tr>
</tbody>
</table>

### Cultural Values Continuum

**Direct (Low Context)**
- Caucasians
- African Americans
- Hispanic/Latinos

**Indirect (High Context)**
- Asian Americans
- Native Americans

**Universalist**
- Caucasians
- Native Americans

**Particularist**
- African Americans
- Asian Americans
- Hispanic/Latinos

**Individualism**
- Caucasians
- African Americans

**Collectivism**
- Asian Americans
- Hispanic/Latinos
- Native Americans
## Domestic Cultural Values
### Relationship to Strong Food Safety Culture Components

<table>
<thead>
<tr>
<th>3 Strong Food Safety Culture Components</th>
<th>Individual Cultural Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>Direct (Low Context) vs Indirect (High Context)</td>
</tr>
<tr>
<td>Respect for Regulation</td>
<td>Universalism vs Particularism</td>
</tr>
<tr>
<td>Engaging Employees</td>
<td>Individual vs Collectivism</td>
</tr>
</tbody>
</table>
# Communication Cultural Value—Racial/Ethnic, Generational Continuum & Food Safety Culture

<table>
<thead>
<tr>
<th>Food Safety Culture--Communication</th>
<th>Direct—Low Context</th>
<th>Indirect—High Context</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Caucasians, African Americans</strong></td>
<td>Hispanics/Latinos</td>
<td>Asian Americans, Native Americans Millennials</td>
</tr>
<tr>
<td>Gen Xers</td>
<td>Boomers</td>
<td></td>
</tr>
</tbody>
</table>
Regulation Respect Cultural Value—Racial/Ethnic, Generational Continuum & Food Safety Culture

<table>
<thead>
<tr>
<th>Food Safety Culture—Regulation Respect</th>
<th>Universalist</th>
<th>Particularist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caucasians</td>
<td>Gen Xers, Millennials</td>
<td>Native Americans/Alaskan Natives</td>
</tr>
</tbody>
</table>
# Employee Engagement Cultural Value -- Racial/Ethnic, Generational Continuum & Food Safety Culture

<table>
<thead>
<tr>
<th>Food Safety Culture—Employee Engagement</th>
<th>Individualism</th>
<th>Collectivism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caucasians</td>
<td>Gen Xers</td>
<td>African Americans</td>
</tr>
<tr>
<td>Gen Xers</td>
<td>African Americans</td>
<td>Collectivism</td>
</tr>
</tbody>
</table>
• 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