

Making Every Meal Moment Special

Driving a Culture of Quality

**“How to Engage your Workforce
and Align their Practices with
your Food Safety & Quality
Processes”**

**What the army and business
teach us**

**Presenter: Mark Carnaghan
General Manager at 2 Sisters Food
Group**



**What happens when somebody makes
a mistake in your organisation?**

We all make mistakes...



4 Pillars to attaining a Strong Food Safety & Quality Culture



1. Leadership and the Business Environment

3 Leadership Styles

1 Do what I say

2 Do what you want

3 Do what is right

Leadership in Context: The Army

**Selection,
training and
development**



**Values
and
Standards**



**Regimental
Loyalty**



**Mission
Command**



The orders process

Common Traits of less mature organisations

Meal Solutions

Making Every Meal Moment Special

1. Lack of structure
2. No direction or strategy
3. Fixed on 'fire fighting'
4. Lack of organisational or leadership stability



2. Providing Context, Clarity and Direction

Why is Clarity so Important?

Meal Solutions

Making Every Meal Moment Special

It answers the question – Why is my work important?

It provides context for decision making

It enables people to buy into the journey...

... And be part of the solution

In short it's engagement

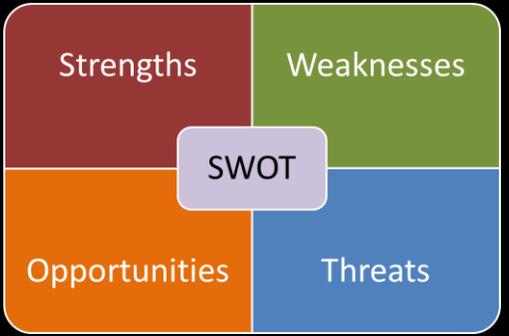


A Strategy where quality is Centre Stage

**Our 5 Projects to
Deliver 25%
growth
By 2020**

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1. Summer Fill
 2. Winning with M&S
 3. Operational Excellence
 4. Capacity Release
 5. High Performing Teams

07:45	• Plan and 'vehicle chase update' • Outcome: Clarity on line positions and immediate actions to deliver the plan
08:00	• Operations Daily Review • To review the previous 24 hours and put in place 100 year fixes on identified issues
09:00	• Site Daily review • To review the previous 24 hours and action escalated issues
11:00	• Plan and 'vehicle chase update' • Outcome: Clarity on line positions and immediate actions to deliver the plan
13:00	• Plan Review for following day plus Plan and 'vehicle chase update' • Outcome: Clarity on line positions and immediate actions to deliver the plan • Outcome: Clear and achievable plan for the following 24 hours
16:00	• End of shift review plus Plan and 'vehicle chase update' • Outcome: Clarity on line positions and immediate actions to deliver the plan • Outcome: Verify issues through the day; resolutions and set up for following shift
16:30	• Site end of day review • To review key highlights for the day + actions required to support oncoming night teams
01:00	• Mid-shift review • Outcome: Verify issues through the day; resolutions and set up for following shift
04:00	• End of shift review plus Plan and 'vehicle chase update' • Outcome: Clarity on line positions and immediate actions to deliver the plan • Outcome: Verify issues through the day; resolutions and set up for following shift



- Department Plans**
- Operations
 - Technical
 - Engineering
 - HR
 - H&S
 - Commercial & NPD
 - Finance

Communication Plan

- From...**
1. A winter focused business
 2. A business reactive to customer requirements and needs
 3. A site reactive to issues and events
 4. Un-sophisticated planning/scheduling system
 5. A nice place to work

- To...**
1. A balanced, all year round business
 2. Proactive to market changes and delivering our strategic relationships
 3. A site delivering operational excellence which touches all
 4. A capacity optimised business with clear scheduling systems
 5. An engaged place to work

- Projects**
1. Summer Fill
 2. Winning with M&S
 3. Plan A and beyond
 4. VSM across the supply chain
 5. a) Strategy roll out
5. b) Personal + team growth workshops

Objectives

Goals

Strategies

Measures

A Strategy Development Cycle

3a. Developing Competence: Training

Commitment behind training: A Military Example



Compulsory Re-training

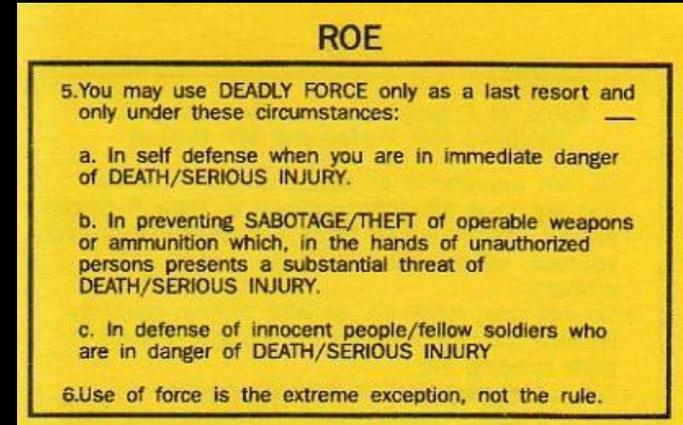
Combat training (conventional war)

Theatre Specific training

In theatre training

In theatre shadowing

Commence live deployment



Continuously
improving
your training
& looking
ahead

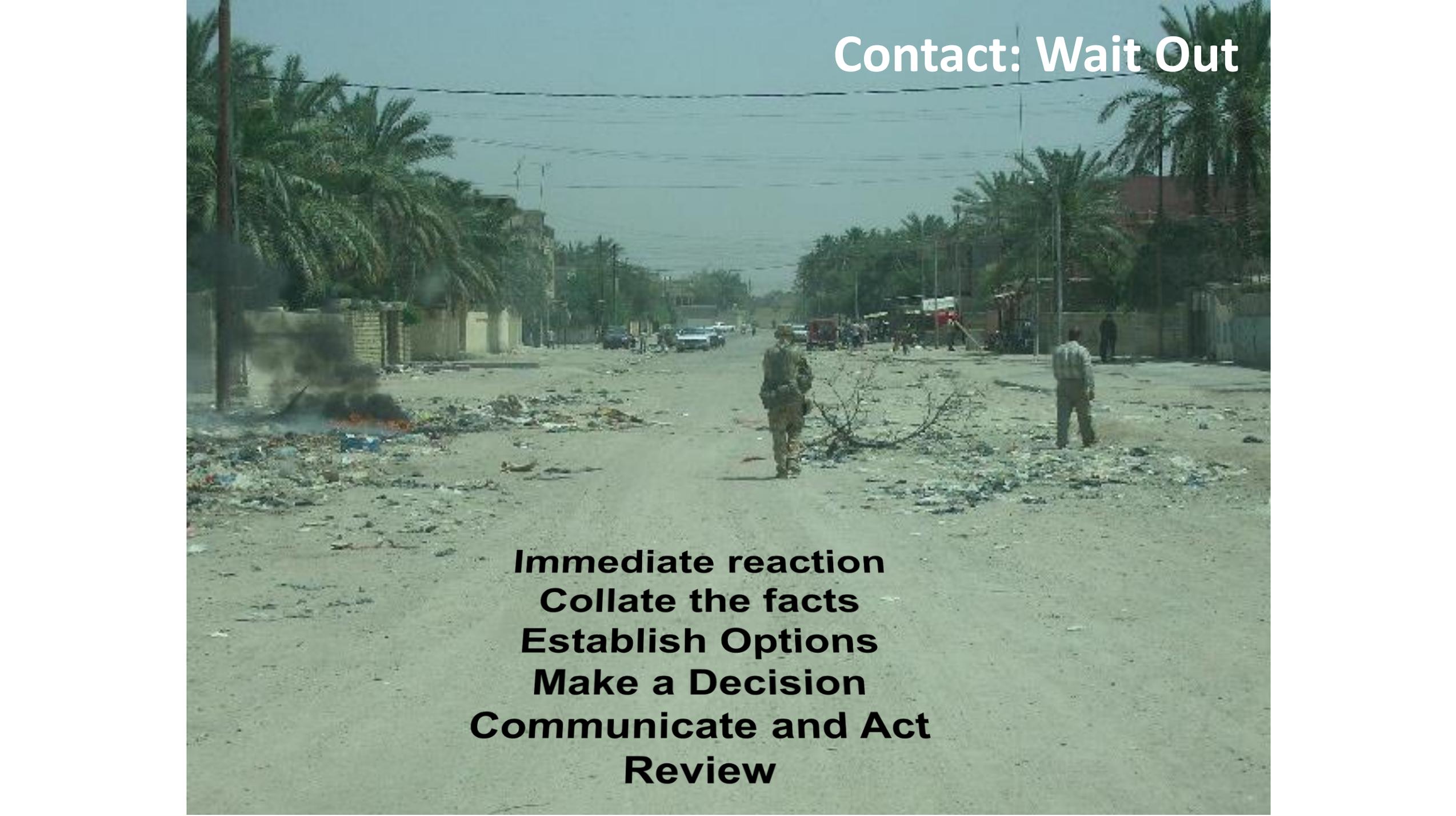


3b. Developing Competence: Decision Making

Decision Making

“There was very little encouragement from managers for shift workers to become involved in decision making. With little chance of influencing decisions, workers tended to ignore issues unless they were told directly by managers about them”

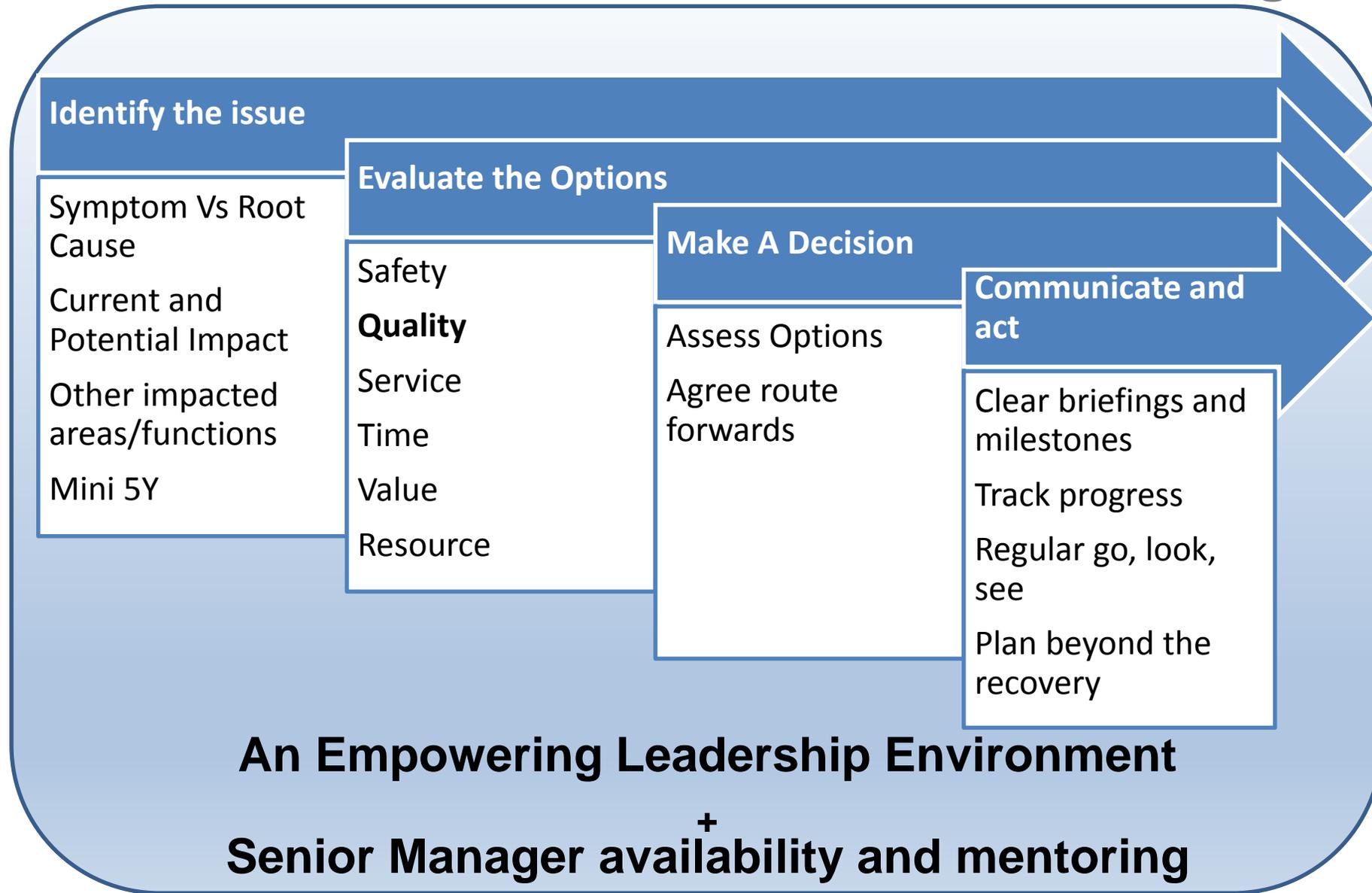
Chartered Institute of Personnel and Development: Research Insight



Contact: Wait Out

Immediate reaction
Collate the facts
Establish Options
Make a Decision
Communicate and Act
Review

4 Step Decision Making Tool – Supporting Front Line Managers



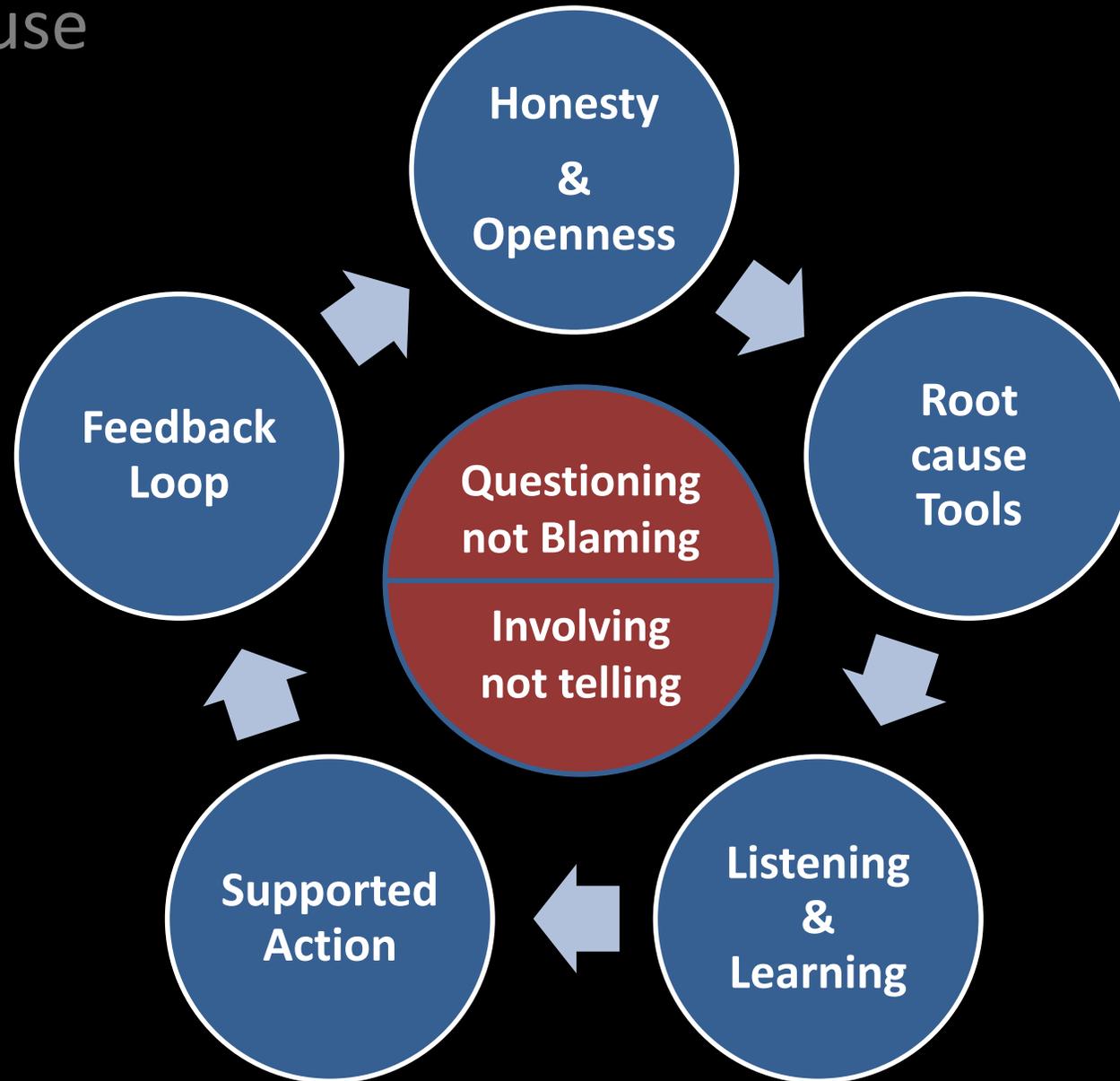
4. Asking Why: The Path to Excellence



Did I miss something?



Essential Components to Achieving an Actionable Root Cause



We all make mistakes...



... It's how we learn from them that makes us good leaders and organisations