Using food safety as a case study,

- Present the importance of communications to meeting organizational goals and objectives.
- Describe the manager’s four faces of communication and how these can be implemented effectively.
- Give strategies for improving the effectiveness of communications in a foodservice organization.

**COMMUNICATION IN FOOD SAFETY**

Presented by Dr. Susan W. Arendt, PhD, RD, FAND

"Communication is a skill you can learn. It’s like riding a bicycle or typing. If you work at it, you can rapidly improve the quality of every part of your life."

Brian Tracy, Author

**OBJECTIVES**

1. Source
2. Encoding
3. Message
4. Channel
5. Receiver
6. Decoding
7. Noise
8. Feedback

**COMMUNICATION: WHAT IS IT?**

**MODES OF COMMUNICATION**

**MODES OF COMMUNICATION (cont.)**
• Email
• Text
• Meeting (face-to-face)
• Phone call
• Poster

MEDIUMS OF COMMUNICATION

EXAMPLES OF COMMUNICATION

Manager

Employee

Employee

Manager

Employee

Manager

Employee

HAS THIS EVER HAPPENED TO YOU?

AND THEN THIS?

Clean and sanitize your work area, please.

OK.

What are all these crumbs?

You told me to clean it.

How many of you ever had a directive to others in the operations misunderstood?
• Food safety messages and training
• Recognition for food safety practices
• Coaching if noncompliance with food safety practices

USING COMMUNICATION TO DEVELOP A CULTURE OF FOOD SAFETY

• Distance
• Equipment
• Accessible

PHYSICAL BARRIERS

1. Talk in a quieter area of the kitchen.
2. Move closer rather than yelling across the kitchen.
3. Make information available at a place that is accessible and convenient.

ADDRESSING PHYSICAL BARRIERS

Managers should recognize:
• Stress
• Anger
• Excitement
• Sadness
• Fear
• Anxiety

EMOTIONAL BARRIERS

Managers should:
• Consider time of communication
• Practice empathy
• Utilize emotional intelligence skills

“People will forget what you said, people will forget what you did, but people will never forget how you made them feel.”
Maya Angelou, Author and activist

ADDRESSING EMOTIONAL BARRIERS

• Generations
• Ethnicity
• Disabilities

BARRIERS OF DIVERSITY
• About the source or sender
  • 18–29 year olds: Preferred coworker
  • 30 and older: Preferred a manager or "outsider"
• About the medium
  • 18–29 year olds: Workplace in-services, workshops, YouTube videos
  • 30–49 year olds: Computer, workplace in-services, and informal meetings
  • 50–59 year olds: Workplace in-services, workshops

Managers should:
• Recognize own bias and perceptions
• Consider best source for audience
• Consider best medium or mediums for audience

Managers should:
• Learn about generational differences
• Respect ethnic differences
• Make accommodations

• Language
• Literacy

• KISS: Keep It Short & Simple
• Consider use of visuals and/or other languages

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor who is aware of what is happening</td>
<td>Supervisor or manager who sits at office</td>
</tr>
<tr>
<td>Consistent messages from supervisors</td>
<td>Mixed messages from supervisors</td>
</tr>
<tr>
<td>Told by their supervisor, when they do good and bad</td>
<td>Less communication from their supervisor</td>
</tr>
<tr>
<td>Supervisor who serves as a role model</td>
<td>Supervisor whose words do not align with actions</td>
</tr>
</tbody>
</table>
Habit 5: “Seek First to Understand Then to Be Understood”
(Source: Stephen R. Covey, The 7 Habits of Highly Effective People)

1. Hearing
2. Understanding
3. Remembering
4. Interpreting
5. Evaluation

Helps in understanding the Why

LISTENING

ACTIVE LISTENING: IT’S UNDERRATED

1. Prevents problems
2. Identifies expectations to employees
3. Helps motivate employees
4. Promotes “civility” in the workplace

WHY IS EFFECTIVE COMMUNICATION IMPORTANT?

How many of you are in workplaces in which you would say have a strong culture of food safety?

• Managers spend up to 6 hours a day in communication
• Communication shows the link between organizational goals, objectives and what employees do on a day-to-day basis

COMMUNICATION: MEETING ORGANIZATIONAL GOALS & OBJECTIVES

• WIFM - What’s in it for me?
• WIFO - What’s in it for others?

TWO RADIO STATIONS TO LISTEN TO
1. Staff (downward on the organizational chart)
2. Internal peers (sideways on the organizational chart)
3. Managers' bosses (upward on the organizational chart)
4. External audiences or customers

**FOUR FACES OF COMMUNICATION: TAILORING TO YOUR AUDIENCE**

**AUDIENCE: STAFF/EMPLOYEES**

- Our research looked at why staff don’t follow safe food handling behaviors:
  - forgot/not a habit: “I honestly forgot to take temperatures”
  - don’t like the negative effects: “handwashing dries out my hands”
  - lack of knowledge: “I thought because I was wearing gloves, I didn’t need to wash my hands”
  - workplace culture: “here we don’t require anything”

**CAN COMMUNICATION HELP MITIGATE THESE? LIKELY SO...**

- Forgot/Not a habit
- Negative effects
- Lack of knowledge/Retraining
- Workplace culture

**WHAT’S THE MESSAGE?**

- Positive: “Wash Your Hands”
- Negative: “Don’t wear nail polish”

**Rationale or Motivation to Why:**
- “Washing hands keeps food safe for our customers”

In communicating about food safety practices, employees desired:
- Openness
- Consistency
- Respect
- Feedback
- Clarity

**WHAT DOES THE RESEARCH TELL US ABOUT MESSAGE AND SOURCE?**

- Might be the easiest audience of manager’s four faces
- Remember WIFM

**AUDIENCE: INTERNAL PEERS**
• Prepare: Identify purpose of communication
  • Request a meeting: Formal communication
  • Use the Sandwich Approach:
    • Start with the positives
    • Move to challenges
    • Propose suggestions/solutions
  • Set an action plan: Identify follow-up steps
  • Show appreciation

• Understanding customers’ wants and needs regarding communication
  • Menu item ingredients: allergen
  • Safety and quality of food: undercooked items

• Understanding others’ wants and needs regarding communication
  • Inspectors
  • Suppliers
  • Community stakeholders

AUDIENCE: BOSS

KISS: Keep It Short & Simple
• Tailor message to the audience
• Determine best mode(s) for the audience
• Select medium(s) for the intended audience
• Identify who is the best source for information

STRATEGIES FOR IMPROVING EFFECTIVENESS OF COMMUNICATION

1. Recognize and work to overcome communication barriers.
2. Use multiple ways to communicate the same food safety message.
3. Give clear and consistent food safety messages when communicating to employees.
4. Reinforce messages with multiple communication methods.

AUDIENCE: EXTERNAL INCLUDING CUSTOMERS

QUESTIONS?

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THANK YOU!
2019 WEBINARS

OCT 16  Controlling Costs While Keeping Food Safe

NOV 13  Preparing For An Emergency/Disaster

Each are preapproved for 1 hour of Continuing Education Credit by the School Nutrition Association (SNA) and the Certifying Board for Dietary Managers (CBDM)

Certificates will be mailed out within 5-7 business days, following today’s webinar.

For more information about our webinars and registration:

WEBINAR RESOURCE

Downloads
- Daily Temperature Logs
- Temperature Chart For Safe Food
- Refrigerator Storage Chart
- Food Safety Doesn’t Happen By Accident

Videos
- Handwashing
- Why To Glove
- When To Glove
- How To Glove

Past Blogs
- Coaching & Training Staff Productivity
- Food Storage & Food Contact
- Glove Use
- Risk Based Inspections

Upcoming Blogs
- Checklist approach to Food Safety
- Communications
- Cost Control & Food Safety
- Emergency Preparedness

Please send us your questions or comments at:
FoodSafety@foodhandler.com