

# CULTIVATE MATURITY MODEL

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| Dimension          | Values                          | Stage 1<br>DOUBT   | Stage 2<br>REACT  | Stage 3<br>KNOW  | Stage 4<br>PREDICT   | Stage 5<br>INTERNALIZE   |
|--------------------|---------------------------------|--|---|--|--|--|
| Values and Mission | Integrity and Trust             | Employees have little trust that management will act on food safety without external pressure.   | Employees trust that management will act and do the right thing for food safety after an issue have occurred.                     | Everyone trust that food safety issues are solved because we know it protects our business.  | Everybody are trusted to invest in food safety information to make future performance stronger.  | Frontline employees are trusted to act to correct and celebrate food safety performance on their line/in their area.   |
|                    | Being Responsible               | Nobody knows who has the duty to deal with food safety.  | Everybody readily takes responsibility but it is unclear what that means.   | Detailed food safety responsibility is written into job descriptions for everybody.  | Decision makers are certified food safety professionals and responsible for driving cost out of the food safety system.                | Frontline is responsible for bubbling improvement plans to leaders, leaders are responsible for incorporating these into long-term business planning.                  |
|                    | Ethics                          | Moral principle... don't look.   | Moral principle... invest if we must.   | Moral principle... improve system.   | Moral principle... reduce cost by taking out variation.  | Moral principle... grow business.  |
| People System      | Reward and Recognize            | Individuals complete food safety tasks out of fear for negative consequences.                    | Individuals are recognized sporadically after having solved a food safety problem.  | Leaders recognize teams and individuals according to a documented system of positive and negative consequences.                                | Leaders reward teams for collectively improving food safety processes/procedures.  | Cross functional/level teams nominate other teams for being proactive and thinking strategic around food safety.   |
|                    | Competently Communicating       | Top-down 'tell' with little 'why' content and understanding of the importance of the task.       | Food safety information is communicated by FSQ as problems occur using, if available, facts discovered as the problem was solved. | There is a deep understanding of the food safety system and performance is communicated by some functional on a regular basis.                 | Frontline leaders are having regular communications on food safety performance using data and tracking the teams' improvement actions. | Food safety communication cadence is an organizational habit that involves everybody in specific team discussions.   |
|                    | Together We Make The Difference | Silos...   | Problem communication...  | Fragmented delivery of information...  | Food safety and quality critical conversations...  | Habit...   |
| Adaptability       | Innovate                        | Scrambling to meet changed requirements.   | Aware of coming change but do not update procedures before last minute.   | Change is analyzed and incorporated into written food safety system including changes to competencies/job descriptions.                        | Innovation is driven by data internally to reduce food safety costs.   | Innovation is suggested by frontline teams and bubbling up to impact company wide system. Quick to adapt as they have technology interface in their hands.             |
|                    | Embrace and Drive Change        | Nothing is stable so it does not matter if we must change... again.                              | We know change is coming and will deal with it last minute...   | We know the change and have analyzed the impact on individuals and teams according to a pre-defined change curve...                            | We look for cost reduction opportunities and plan these in our continuous improvement program...                                       | Frontline teams have full autonomy to drive change in the food safety system, support teams are responsible for spreading new and best practices across the company... |
| Consistency        | Data and Reporting              | Data are not used to solve problems and mostly sitting in a filing cabinet or in unused reports. | It is left to the individual to identify needed data and ways to derive information from these.                                   | Leading indicators are used to find root cause of food safety problems and solutions are built into the food safety management system.         | Leading indicators are continuously updated through precisely and accurately collected data.   | Frontline teams and supervisors make use of leading indicators to improve food safety systems.   |
|                    | Technology Enabled Success      | Little to no new value placed on buying or adopting technology.                                  | Technology is bought in reaction to a specific need e.g., faster pathogen testing results.  | Technology is seen in the context of the business system to integrate functions, procedures, and capabilities (e.g., ERP specification system) | Automation is used frequently and seen as an integral part of reducing food safety cost.   | ERP is used in an integrated way with automate workflows that make the enterprise quick to adapt.  |
|                    | Quality of All We Do            | Unstructured problem solving to remove the immediate pain.                                       | 'Plan,do,check,act' with emphasis on control and expectation of 100% perfect solutions from the get go.                           | Structured, documented problem solving with high risk of analysis paralysis.   | 'Plan,do, study, act' with emphasis on study and an iterative approach to improvement.   | Identifying risks through horizon scanning and continuous improvement followed by mitigation plans built into the food safety system.                                  |