

EMPOWERING & ENGAGING **CULINARY TEAMS TO PREVENT FOOD WASTE**

For food waste prevention sponsors



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INTRO

Food waste prevention has become an increasingly important foodservice and hospitality priority at a corporate level. However, unlike centralized purchasing and menu development, food waste prevention cannot be controlled directly from the top. Food waste simply must be prevented at the unit level.

The change makers on food waste at the unit level are both 1) Chefs and 2) front-line food service workers. Before starting a food waste prevention initiative, it's critical to develop a clear strategy to initially engage and then sustain interest and attention from both categories of team members.

There is a well-worn concept...

that the most expensive piece of equipment in a restaurant is an **empty seat** in the dining room, reflecting the central importance of revenue. We can modify this thought to recognize that the most expensive situation in a foodservice operation is a **disengaged employee**. Disengaged teams do not satisfy customers, produce high quality food, attend closely to food safety and sanitation, or stay on the job for very long. Engagement must be a central priority.



01

ENGAGE FOOD WASTE CHAMPIONS

CHOOSE YOUR CHAMPION WISELY

Not every chef is prepared to be a food waste champion. If you want to maximize chances of successful engagement, assign this work to chefs who:

01

Have a track record of adopting new initiatives and who show initial enthusiasm about change. If there's initial negativity, there's little point pursuing a trial with that chef. Later in a deployment process, once there is ample proof, you can bring the initiative to more resistant chefs and they will be more likely to accept the challenge. Not every chef is prepared to be an innovator.

02

Are leaders able to set a positive tone. They must have authority, whether it's by role or just informal respect among colleagues. Food waste reduction will be achieved through behavior change, so the champions must be able to get their team on board and engaged.

03

Have authority to adjust operations and purchasing based on food waste data.

05

Are curious. The champion will gain a deeper understanding of food waste and its impact on the kitchen and the world. A natural curiosity is a valuable trait.

04

Are comfortable with technology. The Leanpath platform is intuitive, but comfort with technology helps.

06

And are capable communicators. Explaining the program, communicating goals and successes are critical to engaging kitchen staff.



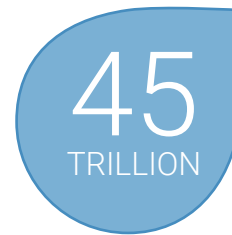
MAKE THE STAKES CLEAR

In the perfect world, your chosen champion will already be knowledgeable about the impact of food waste. But not everybody is, and understanding the breadth of the problem can help motivate them.

Simply put, food waste is a crisis.



One third of the food produced in the world every year is wasted — approximately **1.3 billion tons (1.2 billion tonnes)**.



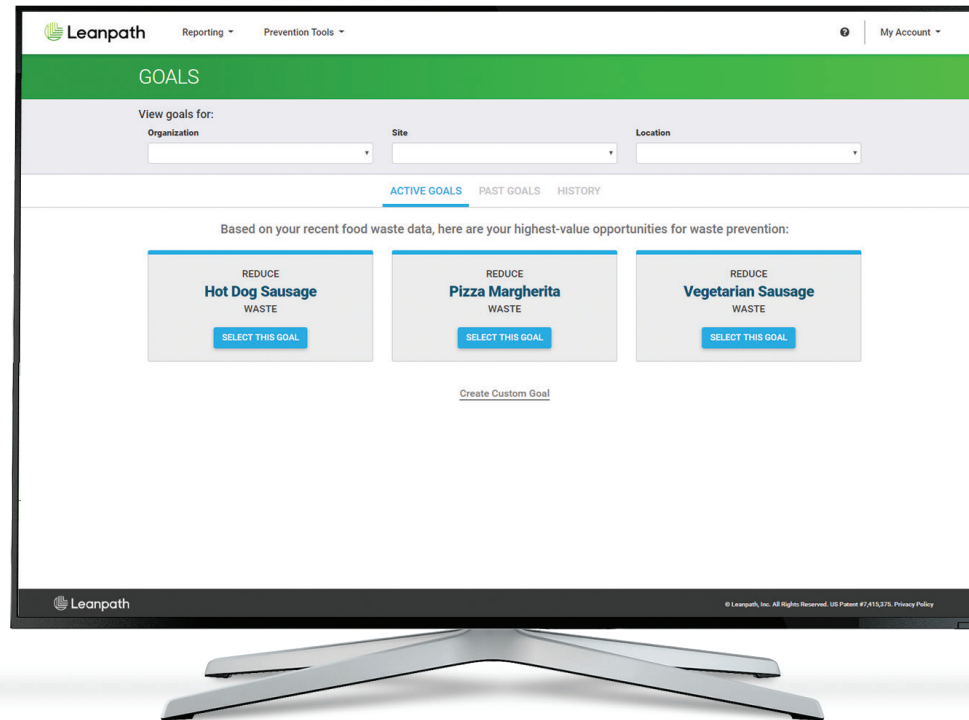
Leading to **45 trillion gallons — 170 trillion liters — of water wasted** growing food that just gets thrown out.



If food waste was a country it would be the **third largest greenhouse gas emitter**.

BE CLEAR ABOUT EXPECTATIONS

Leanpath makes food waste tracking and prevention easy, but it does take dedication. The champion should understand success requires participation in calls with Leanpath staff, regular review of food waste data, and work with staff to achieve 100% tracking compliance.



Leanpath's Goals Module, unique in the industry, proposes food waste reduction goals, solicits champion buy-in to a goal and tracks their progress.



MAKE IT SAFE AND POSITIVE

Many culinarians believe waste is a sign of poor performance. Corporate managers should make it clear to the chef that they understand ALL kitchens have waste. The company is making the investment in new tools to help prevent food waste that other kitchens would miss.



Words Matter

It is much easier to gain agreement that “overproduction” is an issue than to get a chef to admit he or she has a “waste problem.” Similarly, a chef will find it logical and accessible to work on improving “production compliance” whereas they may be mystified when asked to “prevent food waste,” which is a concept that may seem less concrete to them.



CONNECT TO CORPORATE AND PERSONAL VALUES

Show a champion how food waste aligns with the company's corporate values and strategies. Ask the chef to reflect on the food that he or she has at home and how often they see waste there. They will usually report there isn't much, and you can then highlight this, illustrating a connection to their own values.

Be Involved

Program sponsors at the corporate level should attend data review meetings periodically along with the Leanpath coach. It's important to show the champion and staff that management is supportive of the program and of the champion's leadership role. Be as visible as possible as the program gets started.



BE CLEAR THE CHEF IS IN CHARGE – AND TRUSTED

Stress that this initiative is owned by the chef. Empower them by emphasizing that they are trusted to run the operation. He or she is the person for whom this tool has been created. The system is for them, to help them identify more clearly the hard-to-find efficiencies hiding in their kitchen .

Finding the hard to find.

The message: “We know you’ve managed the kitchen to avoid waste and save money. Leanpath is here to help you dig even deeper and find the harder-to-identify waste. Because we know this foodservice operates on slim margins, we have to eliminate every ounce of waste we can find.”



ALIGN INCENTIVES

Most chefs are accountable for food cost performance. Make sure they understand that food waste can be a major detraction from performance in this area, and they can significantly improve their chances of success by attacking it aggressively.



Leanpath calculates the value of all food wasted, making it easy to understand the impact on food purchase costs.



CREATE A LEADERSHIP COMMUNITY

Change-making shouldn't be lonely. We know from research that change occurs through social diffusion, as new norms become familiar to others in a community. It's best to always select both a chef champion and a co-champion to create a small initial community of leaders for the program.

The co-champion will ensure consistency and focus when the champion is away, and will create a community of support for the champion.

Ask the two to work together on reporting out. This collaboration will drive greater commitment from each of them, establish new norms, and those norms will diffuse in the operation.

Asking someone to lead alone sets them up for failure.



SPOTLIGHT THE CHAMPION'S IMPACT

Recognize success at the Chef champion level and encourage them to regularly do the same with their front-line.

Front-line culinary teams are the people the world must rely on to create new ways of preventing food waste and making food waste prevention the norm in foodservice. It's the right thing to do, and we need to encourage them and celebrate their success.

Acknowledgement breeds even deeper engagement going forward.



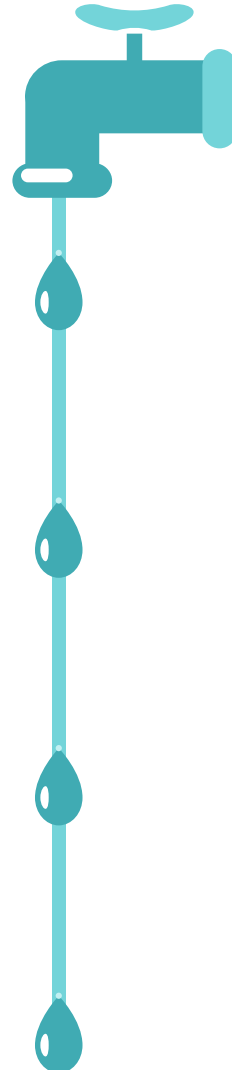
02

CHAMPIONS ENGAGE THE STAFF

TRAIN AND EXPLAIN

Leanpath tracking is easy to use. Transactions take seconds. Champions train the staff on the process. But they should go further and share the WHY:

- The staff is helping the kitchen reduce costs.
- It's helping reduce the kitchen's environmental impact.
- If food waste was a country it would rank third for greenhouse gas emissions.
- Food waste means trillions of units of water are wasted globally growing food that will just be thrown out.



Staff: “I don’t understand why we’re using Leanpath?”

DON'T SAY:

Because management says we have to.

SAY:

Every kitchen wastes food. We're doing something about our waste because it will save us money and have a positive impact on the environment. You will actually have a real impact on climate change by cutting food waste.

MAKE IT A GAME OR CONTEST

Leanpath champions have found great success engaging their teams by creating games or competitions around food waste tracking.

Give prizes to top trackers. Have a competition to see who can leave their shift with the least waste.

Leanpath has built gamification into its technology to help spur engagement through contests and drawings.



ASK FOR FRONT-LINE IDEAS

Some of the best ideas for reducing food waste will come from your staff.

Make sure they are empowered to give feedback and acknowledge it.

When staff reuse leftovers in a daily special, include the staff member's name in the title of the special as acknowledgement.

Pull expired items out of the walk-in and ask staff to come up with ideas for how they could have used them.*

Take it Home

Clients tell us that as staff become trained on Leanpath and become aware of the impact of food waste, they also become more conscious of it at home. Let your team know the cost savings they're finding at work can just as easily be found by focusing on food waste at home.



*Always follow food safety standards.

BE TRANSPARENT

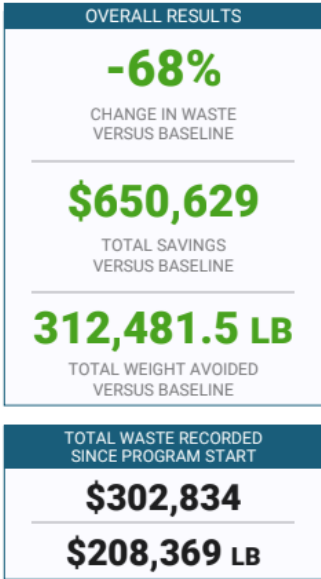
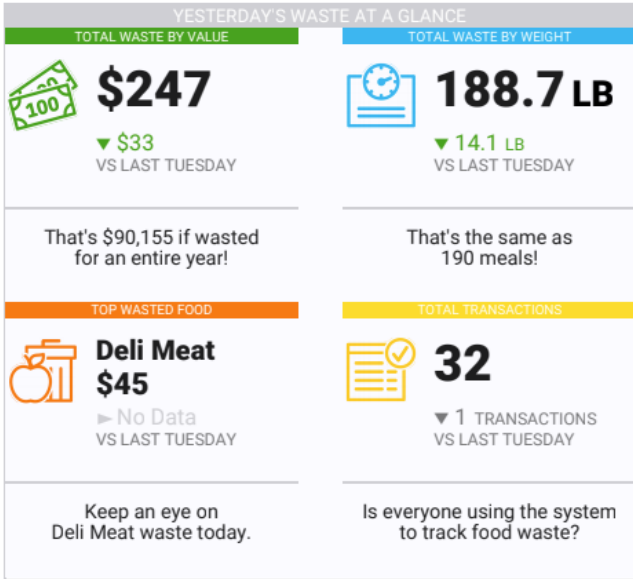
Share all food waste data as well as successes. Post your waste reports by the Leanpath station and direct attention to the rotating signage on the Leanpath screen showing staff their progress.

Use the Leanpath Goals Module to set specific goals that the staff can rally around.

Use pre-shift meetings to share data, reinforce your commitment to reducing food waste and celebrate staff who are doing a great job.

DAILY FOOD WASTE REPORT: EXAMPLE SITE YOUR WASTE SNAPSHOT

WEDNESDAY | OCTOBER 26, 2016
TODAY'S WEATHER FORECAST:
Light rain starting tomorrow afternoon.



NEVER PUNISH

It is very common that a staff's first reaction to tracking food waste is that they will be punished for the results. It's easy to counteract that thinking, but it must be done deliberately and consistently.

Remember, food waste prevention is about engaging people, winning hearts and minds to work on a critically important issue.

It's also about showing front-line teams that they can – and will – become global change makers. This prize is well within their grasp.





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