



Questions from the Leaders of Tomorrow Virtual Event

Jeremy Stockdale, CEO of YLead

Andrew Clarke, Senior Director Quality Assurance, Loblaw Companies Limited

Q: How do you approach identifying mistakes that your team have made, but not coming across negative?

A: Mistakes happen, this is just a fact and I think it is important to understand the reasons for the mistake rather than apportioning blame, that helps no one at all. Learn from the mistake or issue and make sure it does not reoccur. Much like a food safety management program, rectify the issue and improve as necessary. When the same issue keep occurring and it is linked to an individual need to assess whether they have been instructed appropriately or if they understand the requirements, they may not and should never assume - people have different experience and knowledge and an admission of not knowing is not a weakness. – Andrew Clarke

A: The approach I always take is to let them know that mistakes are valuable lessons to learn from; this is a core component of psychological safety. I tend to use such situations to remind people that I make mistakes every day - because I really do - and that mistakes show that we are human. Of course, any consequences of the mistake need to be dealt with, but my golden rule is to avoid making them feel worse than they already do. The last thing you want is for people to cover up mistakes for fear of getting found out. - Jeremy Stockdale

Q: Hi Andrew! do you have any techniques for balancing/ prioritizing your leadership commitments with other required work responsibilities on a day to day basis?

A: Balancing everything can be very difficult and demanding especially when unforeseen events occur which can impact plans. I use a tracker for larger projects and any work I might complete for external groups etc. Planning ahead with realistic timelines allows focus on the tasks and milestones linked to each project but can also be rewarding to maintain when you see tasks being completed and what has been achieved over the year. Also make sure I keep an eye on the teams and complete regular scheduled meetings to make sure we connect and I have an

understanding on any challenges, sometimes these get moved due to competing priorities but important to have those regular touch points.

A: Running my own business now is a very different challenge and so it's probably best that I refer back to my corporate career for this answer. My process was quite simple... I would start with the things that I had to do, such as mandatory team meetings, time with my boss, etc. as you don't really have a choice on those things. I would then put time in diary for me - daily, weekly and monthly - just to ensure I could think, plan and essentially look after myself; so that I could also be of most use to my team, which would come next, i.e. team meetings, 1-1s, etc. I would also never cancel 1-1s, unless one of us was ill. Whatever time is left is discretionary and my use of this time would be re-allocated according to demand in the same order - my leader, myself, my team. The reason for this is that you have to be available to your boss and you should prioritise time for your team but don't neglect yourself. You'll be more use to your team and others if you take care of you first! A valuable HBR article, "Who's got the monkey?" explains this well. – [Jeremy Stockdale](#)

Q: I think we know that ethical and smart people have helped you evolve as a food safety professional. However, that alone is not enough to make a successful food safety team. What do you think makes a good, high functioning food safety team?

A: The best performing food safety teams are those where, over time, trust is built and communications are open and transparent. Valuing the input and expertise of "non-food safety" personnel and recognizing their knowledge, making them feel valued is essential to empowering the team. I see some teams which struggle where technical people are micromanaging tasks and programs because they are unable to either hold people accountable or have an inability to facilitate and foster input from the team.

Q: Andrew, to keep on track like you is not easy! Definitely you need the support of your team and colleagues to have enough time to participate in these events and meetings. What you can share it was your key moment of decision to choose this way of living?

A: I would not expect team and colleagues to complete my day to day work to allow me to participate in events and meetings, that would be inappropriate. When I have events such as this I factor in time outside of regular work hours to complete tasks

which can make for some longer days and missed weekends however that is one of the requirements which allows me to undertake duties and working group sessions additional but essentially connected to my role. I'm also selective as to the organizations, seminars, conferences and committees which I do engage with, they have to be of value to industry and advancing food safety and not driven by a "for profit" mentality.

Q: 21% of leaders are psychopaths and will not have the humility to embrace feedback. That is 1 in 5 bosses - that will not be held accountable - how do we deal that bunch?

A: Frightening statistic, I gave an example of how I have dealt with a problematic boss but longer term suggest documenting events or significant issues, recording who may have witnessed the event, the time of occurrence and the specifics of what occurred. Depending on the person you could set time to provide them the feedback, do this on their own with no audience as this can provoke and some people enjoy the spectacle - plan what you are going to say and keep a note of the response. If this escalates the issues or they continue must consider referring to HR for guidance and support. Cannot let it continue and observe whether others are treated as badly as their may be several people who could be potential allies and suffering in a similar manner. – **Andrew Clarke**

A: I shared my personal story about the experience I had of a bad boss, which led me to tell said boss how I felt. Whilst it's not easy to do this and it didn't change them - as very often the capacity for change is absent - it did still change my circumstances for the better. I would also advocate documenting conversations you have and keeping records, just in case you ever need them. Longer term, this is one of the areas my company, YLead, is designed to tackle by providing a safe outlet for people to provide feedback on their experiences of being led as a means to not only hold 'bad bosses' to account but also better highlight the good practices that more leaders and organisations can follow. Organisations also have to stop promoting people to positions of power, those people ill-equipped to deal with it. – **Jeremy Stockdale**

Q: You mentioned sustainability. Is this something you learned to evaluate on the job or in school?

A: I was originally given the task in work, new regulations in terms of carbon tax, waste recycling etc. read the relevant legislation and then looked at the programs in place and opportunities of which there were many. Plus was this gave personnel a much greater understanding of waste and empowered them to control processes better. The company embraced sustainability, relevant programs grew through input from employees and their engagement with the requirements.

Q: My Question is Leaders in Organization are not made but hired or Chosen in terms of Hierarchy. So How can Managers in fact Transform themselves into Tolerable Leaders?

A: Need to have experience of supervision and slowly increase the size and complexity of the team being managed. Also important to recognize that we have to manage peers and counterparts in others areas of the business and externally. Each interaction which is challenging is a learning opportunity, be it with your own team or with others, some are easier than other need to not just listen to people but actually hear what is being said and understand what is being requested of you.

A: This was at the root of the first leadership lesson I shared, encouraging leaders to find their own sense of purpose - Why Lead? I completely agree that leaders can often find themselves in such a position through natural progress or someone else's choice as opposed to a deep desire to lead. This is why starting with a clear sense of purpose - why? - before embedding the other practices I propose - humanity, continuous learning and accountability can help you become the kind of leader that others would wish to follow. That will make managers more than tolerable...

– Jeremy Stockdale

Q: What are the changes you expect in the next 10 years in the food industry, especially with regards to technology and how we can best embrace these changes to improve food safety and quality.

A: I believe we will see more effective use of data to drive decision making, particularly in terms of undertaking quantitative risk assessment, as technology evolves programs for assessment will become more accessible and readily available. The use of predictive analytics will help with decision making in terms of estimating deviations and process controls. Analytical detection methods will continue to improve, we've seen significant advancements with Whole Genome Sequencing,

the greatest challenge will be whether regulations and the use of result data can work in parallel with regulatory requirements.

Q: Hi Jeremy. How come younger professionals come across as entitled when trying to show excitement towards career goals or innovation towards a work problem? Is this on the young professional, or is this a paradigm shift for management because new talent questions the status quo?

A: Excitement at any stage about someone's career prospects should not be seen as entitlement; so, if it is received as such, then it is definitely the fault of management! Surely organisations want people who are excited about their career and with the desire to progress and do more? If you are faced with such a boss, this is where having a Board of Advisors around you can help, as they will nurture your excitement and help you find routes to progress. Ultimately if career prospects inducing excitement in an individual are frowned upon by either your boss or your company then you may need a new one of each! -**Jeremy Stockdale**