WORKSHEET 4.7

Scrutinising Leadership

Subchapter 4.7 · case in the book: Mumbai

If a certification auditor asked your general manager to show three decisions he took last year because of the food safety system, what would he bring?

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
Food safety in business processes: The list in Table 4 became part of the hotel's management system, with each owner responsible for showing, at the management review, how the food safety question had been answered in the year.		
Resource requests assessed for risk: Any food safety resource request would be presented with the team's risk assessment, and any decision to decline or defer it would be recorded with its reasons and the risk accepted.		
Authority: The food safety team leader would report to the general manager, with written authority to stop any service, including outside catering, when a control failed.		
Outside caterers: All event contracts allowing outside caterers would include the schedule of food safety requirements, signed by the caterer before the event.		

These steps are the book's method, not requirements of ISO 22000. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property's own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What is commonly believed	What actually holds	Our position
"A signed policy demonstrates leadership."	Not as stated. Leadership is demonstrated by ensuring integration, resources, evaluation and support.	
"The quality manager can represent top management at audit."	Not as stated. Evidence of leadership must come from top management.	
"The team leader must report to the general manager."	No. The standard sets no line; it requires real authority and reporting to top management.	
"Outside caterers chosen by the client are not the hotel's responsibility."	No. Outsourced processes within the scope must be controlled.	

What is commonly believed	What actually holds	Our position
“Declining a resource request is a budget matter.”	Not as stated. Ensuring necessary resources is a leadership requirement.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
General manager delegates the leadership interview		
Presenting commitment instead of decisions		
Declining resources on assurance		
Authority to stop with the operator		
Contracts silent on food safety		
Outside caterers outside the system		

Operative synthesis

- **Are food safety resource requests decided on risk? (General manager): Review minutes with reasons**
- **Who can stop a service, and are they free to? (General manager): Role description; reporting line**
- **Do contracts and budgets carry food safety requirements? (Process owners): Templates; budget records**
- **Are outside caterers controlled? (Director of sales): Signed schedules**
- **Will the general manager attend the leadership interview? (General manager): Audit plan**
- **Which food safety request did we decline last year, and why?: A named request, a reason, a risk accepted**
- **Who can stop a wedding service tonight?: A named person, free to do it**
- **Which of our contracts let others cook in our kitchen?: A list, each with requirements**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 6b «The Lens», subchapter 4.7. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 22000, ISO 19011, ISO 22003-1 or ISO/IEC 17021-1. It is not legal advice: food law is that of the place where the property operates.