



ACA Group Newsletter Volume 10, Number 6

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Driving a Winning Culture by [Lisa Anderson](#), CSCP, member of the [ACA Group](#)

Developing a winning culture undoubtedly has a significant impact on an organization's success – loyal customers and bottom line results. However, if that's so, why don't more organizations focus on it? All talk. No results. The reason the 'talk' rarely turns into a winning culture is that it isn't backed by solid fundamentals and hard work. So, how do you and your organization develop or maintain a winning culture? There are three keys to success: 1) Define what you're known for, 2) Consistency, and 3) Involve the entire organization.

To explore each of these areas in more detail and provide tips and techniques for developing a winning culture, read Lisa's full article [here](#)!

Don't Forget Your Suppliers by [Jim Strong](#), CPIM, C.P.M., CSCP, member of the [ACA Group](#)

In order to drive "cultural change" you must address the external as well as internal culture. Your suppliers are critical to your success. You must develop mutually beneficial relationships with your key suppliers to assure success in supply chain operations.

Read Jim's article [here](#) to learn how to transform your external company culture into a winning one with your suppliers.

Workcell Empowerment by [Andy Pattantyus](#), member of the [ACA Group](#)

In a Lean environment, workers are empowered to act in favor of quality and productivity. They have authority over their domain (workcell), consistent with their accountability for quality and productivity. Uncertainty is removed from the worker's decisions. This is because the worker is sure about how management will respond to his actions, and also because he knows the current status of material quantities, availability and customer due dates.

Andy's article illustrates this concept by telling the true story of Fred (not his real name) who was empowered by a Lean production system. Click [here](#) to read the full article.

How to Support Change Management by [Carlos Conejo](#), CSSBB, member of the [ACA Group](#)

Management today operates in an extremely harsh business climate. Many organizations are engaged in structured improvement simply to survive. In order to properly manage change you must provide five things to effectively and successfully manage complex change.

Read Carlos' full article [here](#) to find out how to effectively manage complex change.

Question for our readers: Which Comes First – Company Culture or Company Processes?

All of us would like to work at a company with a positive, supportive culture and effective, standardized processes so we know what is expected of us. But if you're trying to create this type of an environment where do you start first?

We want to find out from our readers what recommendations you have to improve the company culture and company processes. Which do you do first? How are the culture and the processes inter-related? Send us a short e-mail explaining steps you have taken to improve the culture and processes of a company. What were some of the roadblocks? How did you deal with them?

We'll keep ALL responses confidential. To contact us, please send an e-mail to: ek@theacagroup.com. Use the subject of "Company Culture and Processes".

We'll summarize the responses in a future newsletter as a way of sharing the information with the other readers. You can also send us your feedback on this newsletter to the same e-mail address. Did you find this newsletter useful, interesting, etc.? We appreciate your comments.

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