

How to Achieve Frictionless Culture in Supply Chain

A comprehensive playbook with do's and don'ts, strategies and success measures



Introduction

Benefits of a frictionless culture and the role of the CSCO

Breaking down functional silos in the supply chain organization is more urgent than ever given increased complexity, the need for agility and reliance on data and technology. The vast majority of CSCOs (91%) say that complexity poses a significant barrier to supply chain performance.

Not only does a frictionless supply chain prevent significant drags on performance, but it also strengthens supply chain resilience and competitiveness. Seventy-eight percent of high-performing organizations drive planning and decision making in a collaborative way across the cross-functional team.

CSCOs act as the bridge between enterprise strategy and operational execution. When they fail to manage conflict effectively, teams operate with narrow perspectives, leading to misaligned decisions and siloed data views. CSCOs are critical in delivering a frictionless culture and ensuring that the supply chain operates as a strategic enabler.

Do's and don'ts

Actions and cautions to deliver a frictionless supply chain culture



- **Establish** collective accountability for shared goals.
- **Align** on joint actions.
- **Foster** a culture of transparency and continuous improvement.
- **Promote** healthy debate and problem solving among team members.



- **Don't ignore emotions.** Failing to acknowledge frustration or anger can escalate conflict.
- **Don't have in-the-moment impulsive confrontations.** Encourage team members to schedule a dedicated time for a productive discussion.
- **Don't confuse symptoms with problems.** Addressing surface-level friction (like meeting etiquette) without resolving the underlying governance or resource conflict will result in recurring issues.

How to execute

Strategies focused on accountability, alignment, transparency and conflict resolution

Strategy 1

Enabling a frictionless culture starts with articulating a clear and compelling supply chain vision, then systematically cascading it to all functional teams — planning, procurement, logistics and manufacturing. Clearly communicate how the supply chain vision connects to overall business objectives and translate it into shared priorities and measurable commitments for each team. Reinforce this vision by replacing individual functional scorecards with joint incentives and organizing routine leadership communications and team meetings.

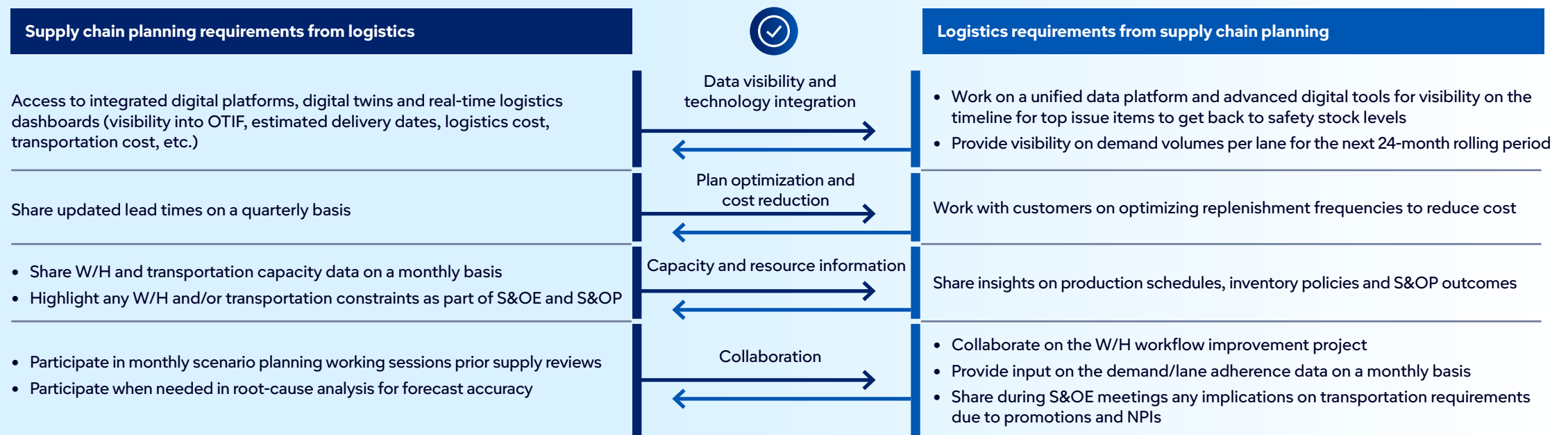


How to execute (continued)

Strategy 2

“Give and get” sessions help clarify what each function needs from others and what it can commit to deliver in support of shared business goals. As CSCO, facilitate these sessions annually among the supply chain functional teams to explicitly map interdependencies and ensure alignment on priorities.

Figure 1: Gives and gets — planning and logistics



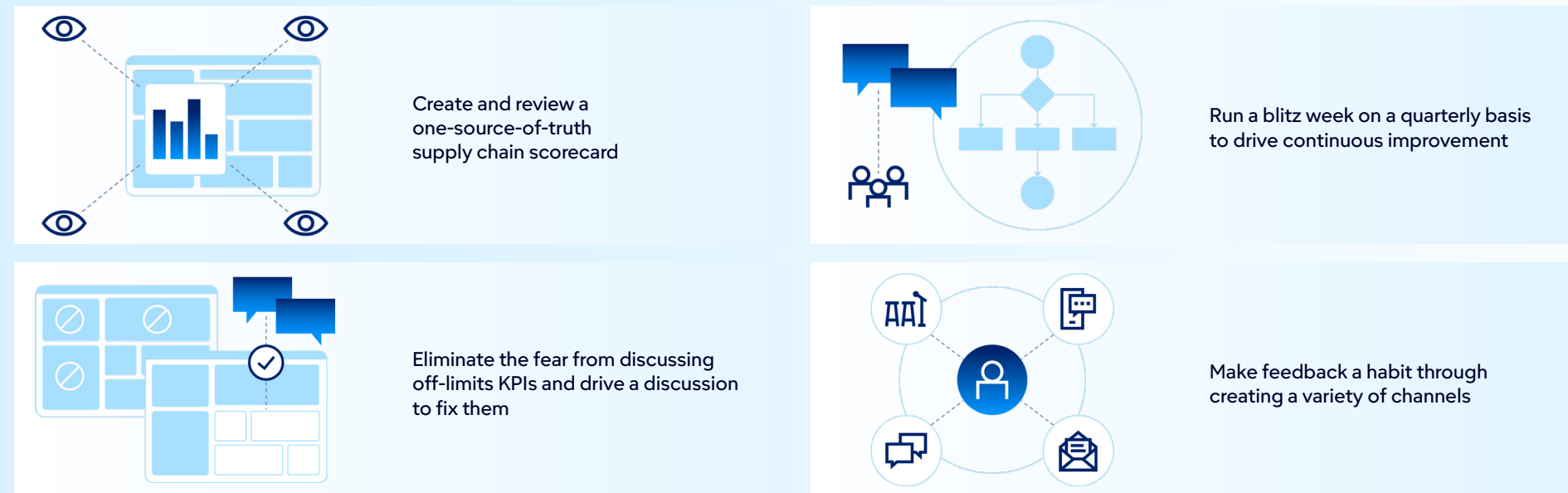
Source: Gartner

How to execute (continued)

Strategy 3

Create a team environment where challenges are surfaced transparently and addressed collectively. Continuous improvement thrives in this environment, as teams feel empowered to regularly evaluate and enhance processes, driving both efficiency and innovation.

Figure 2: Ways for CSCOs to promote a culture of transparency and continuous improvement



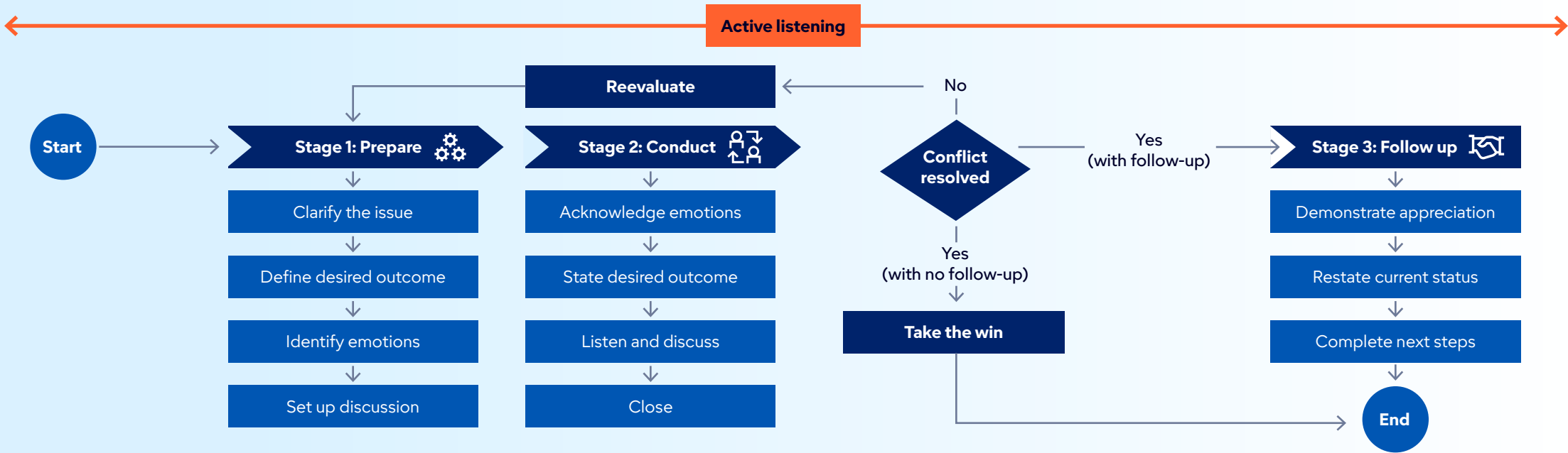
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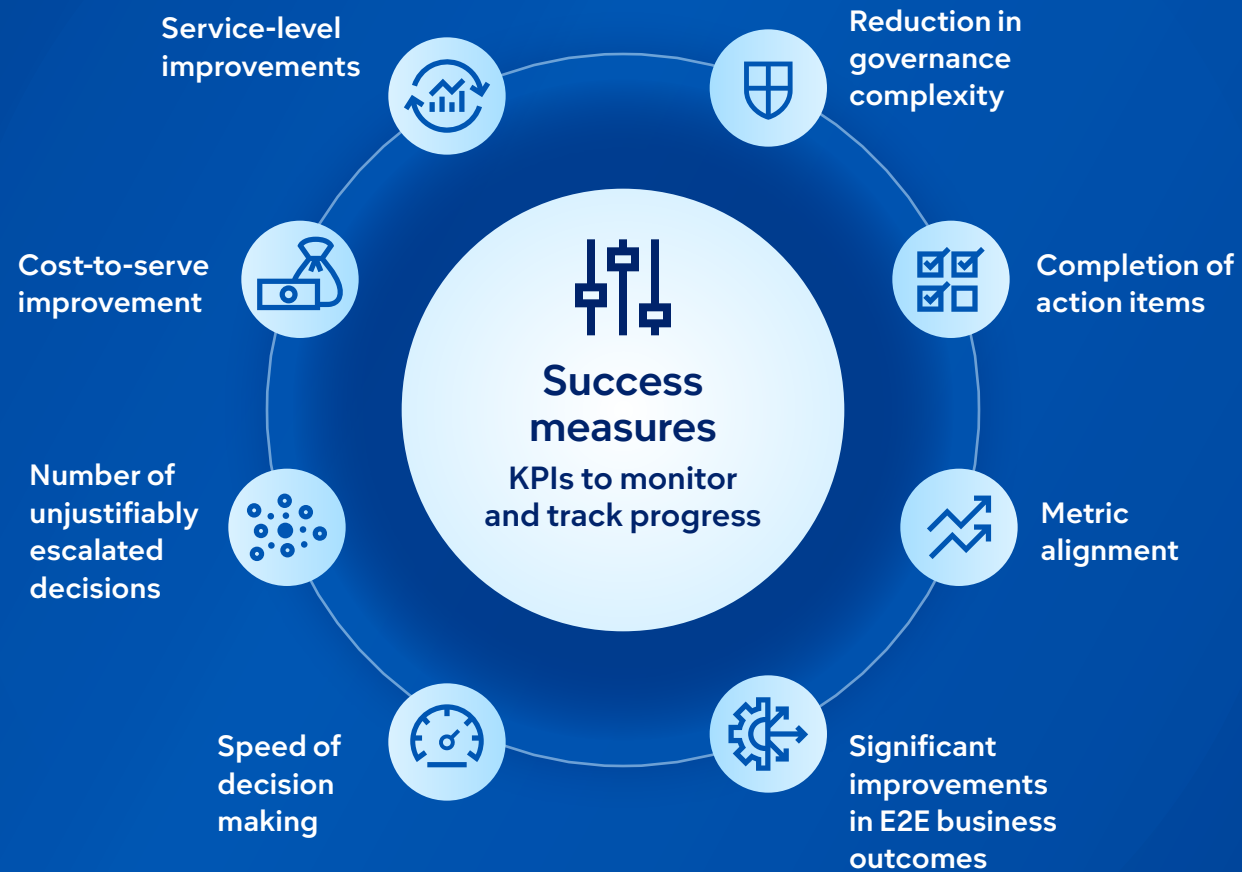
Strategy 4

Adopt this three-step approach to constructive confrontation: Prepare for a conflict-resolution discussion instead of reacting impulsively in the moment, co-create solutions that align with shared goals, and follow up to ensure lasting process improvement.

Figure 3: Constructive confrontation approach



Source: Gartner



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Align supply chains to value (not process) to reduce friction.

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Insights

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Explore the top CSCO priorities, including reducing friction.

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