

## ACR Supply Co.

**A CASE STUDY**

July 28, 2020

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Not for distribution





# What is the Center for Faith & Innovation (CFI)?

Wheaton College's Center for Faith and Innovation is a full-service research and training institute dedicated to teaching Christians to apply their faith directly to the pressing marketplace problems they face every day. The goals of Wheaton CFI are based on its values of innovation, scholarship, humility, balance, Christ-centeredness, and impact. Building upon this foundation, CFI is working to connect a network of liberal arts faculty, experts, business leaders, and students to research and disseminate best practices of integrating theology and business to address practical concerns, and finally to educate and equip leaders of today and tomorrow.

## **MISSION:**

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The purpose for the Center for Faith and Innovation is to develop the next generation of Christian marketplace leaders through theology and liberal arts research and teaching to create innovative solutions for business.

## **VISION:**

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The Center for Faith and Innovation helps Christians pursue their work in the marketplace as an act of discipleship to Jesus Christ.





## **WHAT IS A CFI INNOVATION SCHOLAR?**

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The CFI Innovation Scholars are undergraduate students involved in the CFI program. They are an elite, interdisciplinary team of students who work together to research, analyze, and identify the presence of faith in business environments, and to promote best practices to current and emerging business leaders. Students have opportunities to engage in active businesses around the country to observe, learn and understand practical ways of extending the hope of the Gospel into the business environment.

## **WHAT IS THE STATE OF FAITH IN THE MARKETPLACE RESEARCH PROJECT?**

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The purpose of the State of Faith in the Marketplace research project is to engage with organizations, like ACR Supply, to identify the source, presence and impact of faith on individuals' life transformation and business performance. The intention of this research is to help address the global church's need for a deeper understanding of best practices that empower businesses to be both profitable and purposeful for Christ and his Kingdom.



# Case Study: ACR Supply

The goal of this case study is to understand the nature and impact of faith in ACR Supply by identifying:

- The sources of faith in the business
- Practices, examples of presence, and procedures of faith
- Outcomes and impact of faith upon the business and its people
- Obstacles to the growth of faith

## OVERALL OBJECTIVES

The overall research objective is to understand how ACR leaders' faith impacts the company's purpose, its value proposition and strategic alignment, the ACR stakeholders (owners, employees, customers, vendors), and the company's operational performance.

*“We have so many courses and training, things that we can do here to enrich our lives, to make us better. And I tried to take that home with me and make that life better also.”*

## METHODOLOGY AND PROTOCOL

### Approach:

This study is a qualitative case analysis, utilizing focus groups, observations, and in-depth, in-person interviews with organizational members. ACR Supply identified key personnel in a variety of roles to speak on the firm's faith-based and moral-based activities. The research team recorded these interviews and focus groups for data collection purposes; all participants and firms are guaranteed confidentiality regarding any information shared with the research team.

### Methods:

- CEO Interview
- Focus Groups:
  - Leadership Team
  - Mid-level Leadership Team
  - Sales Team
- Individual Interviews
- Tour of Facilities
  - Offices
  - Stores
  - Warehouse
- Observations

## TEAM

Our research team consisted of:

- Chuck Thomas, *CFI Case Study Project Lead, Executive Fellow of CFI*
- Dr. Danielle Corple, *CFI Case Study Lead Researcher, Assistant Professor of Communication*
- Jenna Jossart, *CFI Innovation Scholar and Research Associate*
- May Stevenson, *CFI Innovation Scholar and Research Associate*

## SUPPORT TEAM

The research team was supported by:

- Dr. Hannah Stolze, *CEO and CFI Director*
- Dr. Keith Johnson, *CTO: Chief Theology Officer*
- Ben Norquist, *Managing Director of CFI*
- Dr. Paul Lee, *Academic Researcher*
- Dr. Brian Smith, *Academic Researcher*
- Dr. Nick Guo, *Academic Researcher*
- Dr. Annette Tomal, *Methodologist and CFI Board Member*
- Sarah Cowell, *CFI Team Member*
- CFI Innovation Scholars



# **DATA**

*Overview of Findings* **A**

*Sources of Faith* **B**

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*Impact of Faith* **D**

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A

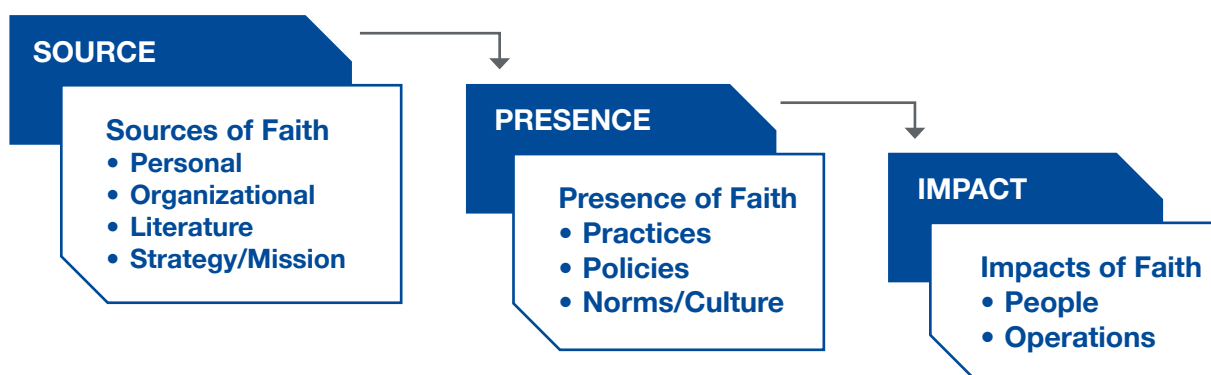
# *Overview of Findings*



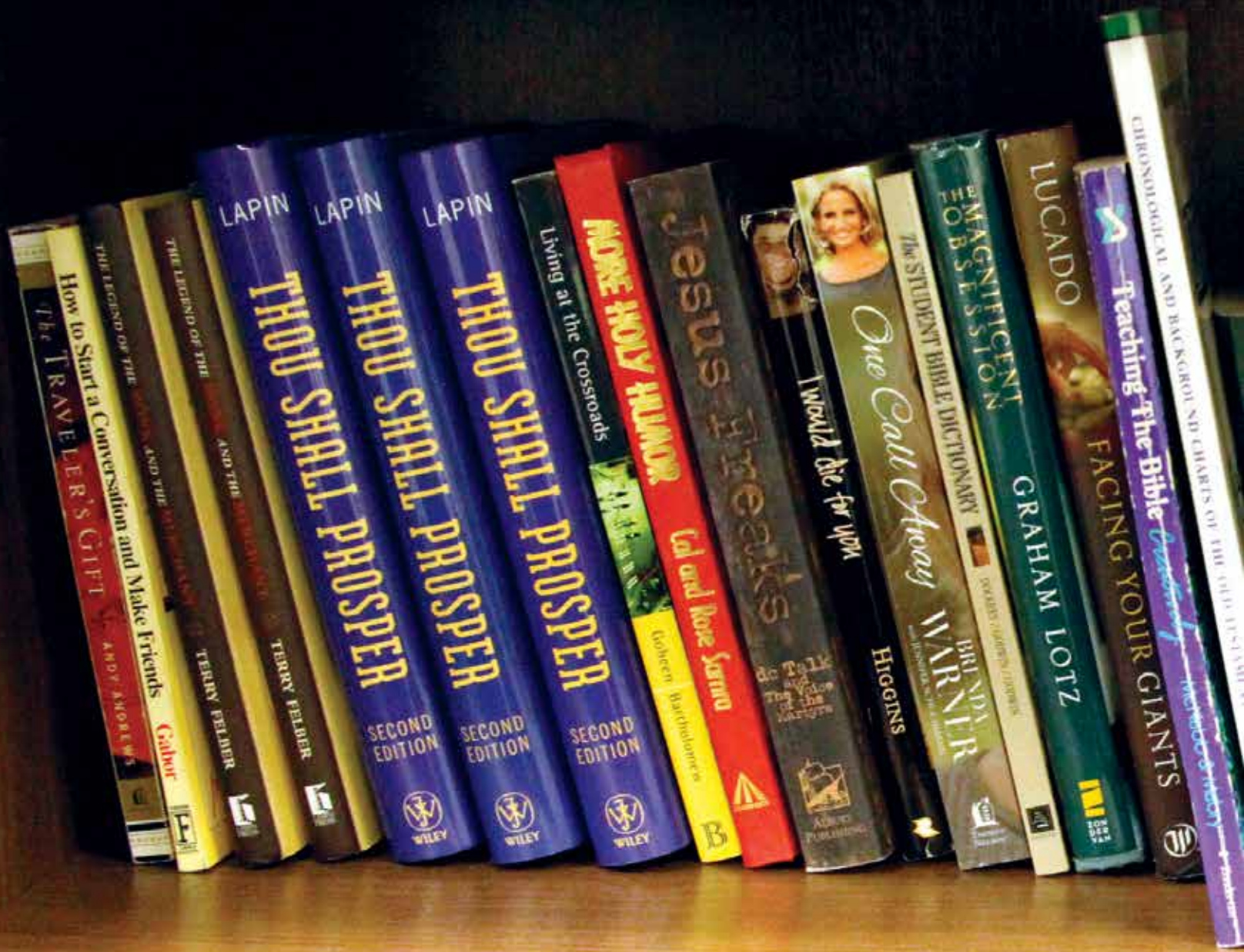


# Overview of Findings

The goal of this case study is to understand how a vital, transformative faith, existing in the heart, soul, and mind of leaders and employees, is integrated within the practice and culture of a thriving business. Our framework for exploring that integration is along three axes - the source of faith, the presence of faith, and the impact of faith on people and business performance. As a company, ACR has clear practices, policies, and norms that indicate the presence of faith in the organization. The employees were not only aware of the presence of faith but also identified what the sources and outcomes were.



In each of the following sections on source, presence, and impact of faith, we first outline “what we heard” related to one of these three axes, summarizing key data sources or patterns that formed the basis of our analysis. We then describe “what we learned” from analyzing these data, highlighting key themes that emerged from the analysis.



B

## *Sources of Faith*





# Sources of Faith at ACR

## WHAT WE HEARD

### STRATEGY

**Purpose:** Build relationships. Impact lives. Glorify God.  
**Mission:** Caring for People, Passionate about Solutions  
**Vision:** Secure future. Exciting culture. Eternal significance.  
**Values:** Humble, Hungry, Smart

### ORGANIZATIONAL

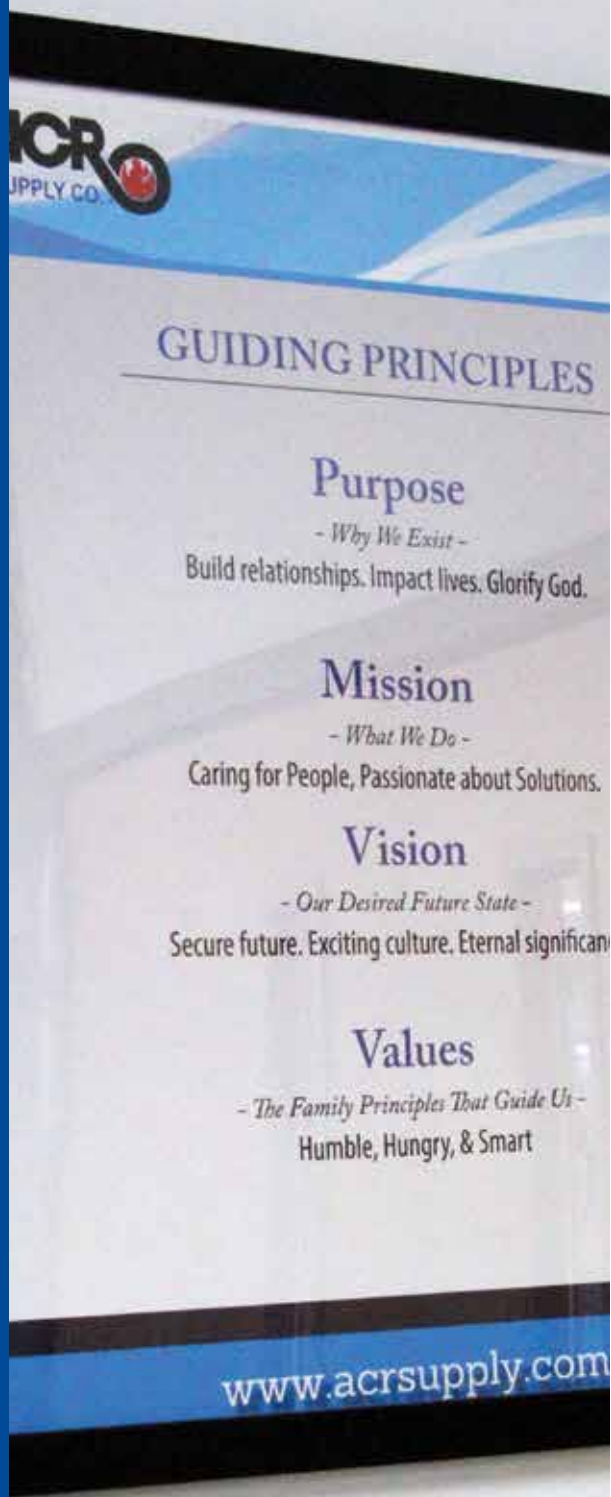
C12  
Local churches (offering FPU, etc.)  
Southeastern Seminary  
Malcolm Baldrige Performance Excellence Program

### PERSONAL

Troy Meachum  
Leadership Team  
Various employees in various departments

### LITERATURE

The Bible  
Dave Ramsey/Entreleadership/  
Financial Peace University  
Crucial Conversations  
Ideal Team Player  
His Way at Work



# Sources of Faith at ACR:

## WHAT WE LEARNED

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### THE UNIQUE INFLUENCE OF CORPORATE MISSION AND VISION ON THE PRESENCE OF FAITH AT ACR

For many organizations, the purpose, mission, vision and values are lofty aspirations. They are generally acknowledged as valuable touchstones but are frequently disconnected from the day-to-day life of the employee. This is often because the CEO may not have a clear vision of how the strategic guidelines create success for the organization.

ACR is different. Clearly CEO Troy Meachum is filled with a passion to bring the good news of Jesus Christ to every employee, customer, and vendor. His gratitude for his own transformed life fuels his desire to see others find purpose, hope, and a future. As a result, the ACR purpose statement, clearly evident on the website, to "Build relationships. Impact lives. Glorify God" is not a lofty aspirational guide, but a specific, directional, and measurable call to action. ACR's mission is also specific and measurable: "Caring for people, passionate for solutions." This mission leads to a vision to give ACR a "Secure future. Exciting culture. And Eternal significance." Given these core strategic statements, it is relatively easy to evaluate whether ACR is progressing and accomplishing these purposes or if they are simply platitudes that are easily ignored. By hiring people who share in the passion of these statements, including several past theological students, preachers and church leaders, the work of the business (selling HVAC products) is the conduit for achieving the mission. As a result, these statements become strategic building blocks, requiring senior managers, counter sales people, fulfillment and warehouse managers alike to seek alignment, investment, nurturing, and measurement to accomplish them.

*“I’ve heard Troy say it numerous times, he does not care if someone has an absolute home run in our industry. Like he could be one of the smartest people about our industry in the world, if he doesn’t fit our culture, he will not be here.”*

### **THE PREVALENCE OF SOURCES OF FAITH AT MULTIPLE LEVELS AND DEPARTMENTS AT ACR**

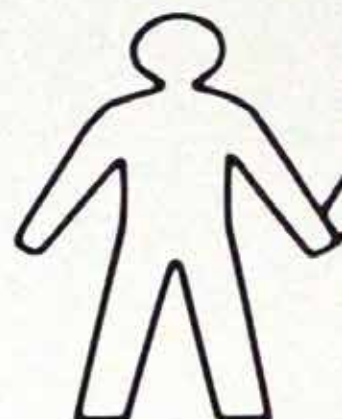
Not only do Troy Meachum’s faith commitments shape the mission and vision of ACR, they shape his relationships with employees. Our participants spoke of Troy with high praise, using terms such as humility, integrity, and ‘servant leader.’ Thus, Troy’s relationships and spiritual modeling serve as an important source of faith in the organization. Troy’s faith also shapes ACR’s hiring and management practices. Finding individuals who align with ACR’s values and nurturing their spiritual and professional growth creates sources of faith at each level of the organization, in each department. Leaders and employees are hired and encouraged to practice their faith at work, trusting in a structure that empowers and rewards the integration of their faith. The practice of hiring individuals with a strong faith witness is clearly successful, as participants and the culture survey indicated that employees believe their leaders demonstrate Christian virtues such as compassion, fairness, and integrity. The sources of faith at multiple levels of the organization also creates a diversity of faith expressions and builds an accountability structure for exercising faith that extends beyond Troy. Although Troy and leadership are sources of faith that shape the direction and operation of the company, ACR is characterized by individuals in various positions operating as

independent sources of faith themselves. The ability to identify and nurture spiritual leadership across multiple levels of the company is one of ACR’s key strengths.

### **THE OPENNESS TO OUTSIDE SOURCES TO SHAPE THE PRESENCE OF FAITH AT ACR**

Troy Meachum and the leadership team’s willingness to draw on faith-related resources such as Dave Ramsey and C12 demonstrate humility and a desire for best practices to shape the sources and expression of faith in the organization. Furthermore, changing required books and implementing new best practices reflect a hunger for continually exploring better avenues of integrating faith at ACR. The willingness of Troy and the leadership to be taught or influenced by other employees highlights the openness to other sources of faith, reducing any over-reliance on one figure to define the expressions of faith for the company and its employees. Furthermore, by using outside materials such as the Ideal Team Player in the onboarding process, the ACR community develops a shared language that leadership uses to cast vision, motivate employees, and hold each other accountable to their company values and faith commitments. For example, many participants referenced the phrase “hungry, humble, and smart” when referring to ACR’s core values.

**oA**

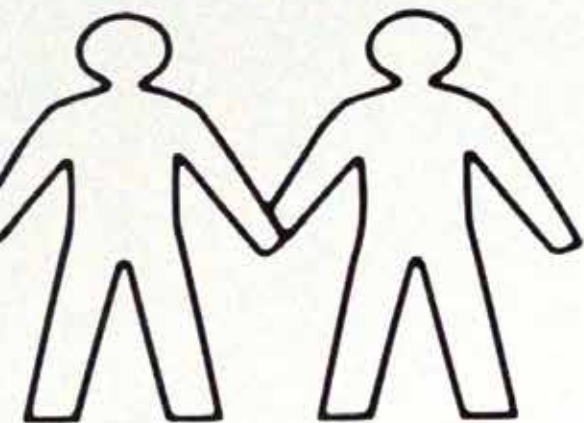


**ca**

# CPres

C

*Presence of Faith*





# Faith-Based Activities at ACR

## WHAT WE HEARD

**ACR Cares:** ACR has a department within the company focused on faith-based activities. ACR Cares includes activities such as volunteer work, retreats, company tithing, employee benefits, Christian help pamphlets, corporate chaplains, resource library and banquets/celebrations. For further information about ACR Cares, please see the appendix.

**Culture Survey:** This unique annual practice provides insight to perceptions of employees and gives everyone a voice, so that ACR can better meet the needs of employees. For more information about the culture survey, please see page 33.

**Leadership Development:** This nine-month curriculum involves reading, discussion, and application to nurture leadership character in emerging leaders. For further information about the Future Leaders Program, please see the appendix.

**Prayer:** The CEO asks for weekly prayer requests and often arrives at work early to pray for individuals in their offices. Leaders pray for teams before meetings, and employees regularly pray with each other and even clients/vendors.

**Scripture:** Scripture is displayed on invoices, store decor, monitors, and marketing material. Employees are given their own personal Bible after one year at ACR, and many teams throughout the company have started doing a weekly or monthly devotional.

## WHAT WE LEARNED

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### ACTIVITIES ELEVATE AND NURTURE FAITH-BASED VISION AND MISSION

As with any strategic initiative, accountability to accomplish the goal is essential to be able to track progress, make adjustments and celebrate successes along the way. The ACR management team has built metrics to identify progress in how they are executing their faith-based mission and vision. For example, ACR Cares' monthly tracking sheet tallies progress and impact of faith-focused, people-caring and life-transforming activity. Without question, the presence of these core statements have significant influence in establishing, nurturing and extending the presence of faith in ACR Supply. Similarly, the culture survey enables ACR leaders to evaluate how employees interpret their faith-based initiatives and organizational norms. Further, policies exist to bring focus to values and cultural behavioral norms that reinforce the practical "do this" and "don't do this" attitudes and actions. For example, the values of constructive conflict resolution with required reading of Crucial Conversations encourages positive, transparent conflict resolution. Conversely, ACR's "no gossip policy" is clearly known throughout the company and violation is known to be grounds for termination. As examples, the Future Leaders Mentoring program and the Caring Matrix include a host of resources, materials, podcasts and discussion prompts that create understanding of faith integration and implementation of the ACR purpose, mission, and vision. Having a faith-based purpose, mission, vision and values is

not unusual. Creating measurable core strategy statements that require successful execution is powerful and motivating for those who share in the desire to extend Christ's Kingdom on earth as it is in heaven.

### ACR CARES SERVES AS A SYMBOL FOR ACR'S MISSION

Staff frequently mentioned ACR Cares as evidence for the presence of faith in the organization. Although ACR Cares exists to carry out aspects of ACR's mission, it also serves as a powerful symbol of ACR's values—and one that employees trust. Rather than a corporate social responsibility campaign that exists for PR reasons, the employees believe the mission of ACR Cares; they benefit from it, and they feed into it by serving in it themselves. ACR Cares is also one of the most visible representations of ACR's mission to those outside the company. ACR promotes ACR Cares through videos in their store, Angel Trees during holidays, and other customer-facing materials, leading many customers and vendors to identify the mission-based nature of ACR through its focus on community outreach.



# Faith-Based Policies at ACR

## WHAT WE HEARD:

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- Employee Benefits Packages
- Profit Sharing
- ACR Goal Keeper Framework
- No Gossip Policy

## WHAT WE LEARNED:

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### **EMPLOYEE INCENTIVE PROGRAM SUPPORTS FAITH-FOCUSED INITIATIVES**

ACR has an incentive program that rewards employees with a quarterly bonus for job performance and contributions to the company's strategic imperatives. The core of this program is the ACR Goal Keeper framework. This program includes five axes (Progress, Profit, Process, People and Purpose) which set strategic direction for an employee's focused initiative to grow the company. The Purpose axis includes faith-focused activity categories, such as "Kingdom Impact" and "Changed Lives," which focuses on shepherding individual lives and bringing hope, grace, and transformation to those engaged with ACR Supply. While many organizations have incentive programs, few have those that explicitly align with organizational values, and fewer still have openly faith-related objectives and incentive structures. In this way, ACR uniquely ties employee performance incentives with employees' ability to identify and carry out their part in accomplishing ACR's faith-based mission.

### **HEAVY, HOLISTIC INVESTMENT IN EMPLOYEES AND THEIR FAMILIES**

Unlike many other companies, especially in their industry, ACR invests heavily in the emotional, spiritual, and physical health of their employees. More unusually, the company

invests in their employees' ability to live out their faith individually. For example, ACR supplies PTO specifically for employee involvement in mission trips, and ACR pays for each new employee's participation in Dave Ramsey's Financial Peace University at a local church. The very deliberate attempts to invest in the whole employee can be seen in ACR's "Caring Matrix" in which they plot which company activities and policies feed into employees' spiritual, physical, and emotional growth. This investment translates to larger impact, as many of the benefits enable employees to invest in their families' wellbeing as well. Beyond a good health care plan, ACR provides benefits such as employee child scholarships and leadership development opportunities that translate to whole families benefiting from ACR's policies.

*"I'm not an employee. I'm a stakeholder"*

#### SHARED OWNERSHIP CULTIVATES STEWARDSHIP AND TRUST

ACR cultivates a stakeholder mentality among employees through their values and communication practices. By training employees in understanding ACR's financials, transparently releasing financial statements to the whole company, and making available results from company-wide surveys, employees are encouraged to use this information about ACR to take greater ownership in their role and on behalf of the company. Thus many employees spoke about considering ACR's best interest rather than solely their own. This mentality is seen through instances such as the "Fill the Baskets Campaign," and when many employees forwent a personal raise to try to better ACR's financial stability. The stakeholder mentality leads to one of ACR's faith differentiators—a shared sense of stewardship among employees. ACR trusts employees to make wise financial decisions, and employees steward ACR's money wisely because they trust in its faith-based mission. Transparency between management and employees fuels this trust, enabling staff to make informed decisions and to recognize their role in furthering ACR's mission.

*"It was about half the company that didn't take pay raises, anyone in any form of leadership role. So for half the company to voluntarily say 'I won't take pay raise for the sake of the company' spoke volumes for what everyone is willing to put into it from what we all get out of it."*



# Faith-Based Cultural and Behavioral Norms

## WHAT WE HEARD

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- Sacrificing for one another
- Normalized evangelism
- Pervasive prayer
- Mentorship
- High ethical standards

## WHAT WE LEARNED:

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### CULTURE OF PRAYER AND EVANGELISM

Prayer is more normalized in ACR than in many ministry settings. Many employees identified prayer as one of the key expressions of ACR's faith commitments. The culture of prayer is created and reinforced by both leadership (e.g., Troy's weekly prayer emails) who model and encourage prayer, and through specific activities employees engage in (praying before meetings). However, prayer as a cultural norm (rather than a leadership focus or meeting activity) is seen by its prevalence in the warehouses and storefronts, as employees often pray for customers or truck drivers when they are going through difficult circumstances, or just as the Spirit leads them to do so. The culture of prayer ties to ACR's emphasis on evangelism. Evangelism is also modeled by leaders and structured into ACR practices (e.g., pamphlets), but it's taken up by many employees in different contexts, showing its presence in the daily practices of ACR staff.

### NORMALIZED SACRIFICIAL CARE

Unlike most companies, ACR operates sacrificially. Beginning with leadership and spreading across multiple levels and departments, there is a normalized willingness to

sacrifice at personal loss in order to benefit others. There are various stories of employees at ACR willingly sacrificing time and energy to invest in relationships and meet the needs of others. Stories such as an employee paying for a coworker to be able attend a close family member's funeral and covering their shifts; an employee personally purchasing a new computer for a woman in need; ACR coming together to walk alongside the widow and child of a deceased ACR employee; the investment of individuals' time in the spiritual development of team members through discipleship; those in positions of leadership being willing to forego pay raises for the sake of the company; employees showing up at a funeral home because a customer had a loved one pass away; an employee's willingness to engage customers in emotionally-draining circumstance and to be the listening ear that they need at that time, mourning with those that mourn.

ACR is characterized by many stories of individuals choosing to put others' needs above their own.

*“probably ... everyone  
has seen somebody  
come to Christ at ACR.  
I know two people  
personally well—  
customers within ACR  
that came to Christ  
because of somebody in  
our team.”*

## HIGH ETHICAL STANDARDS

ACR's high ethical standards are a core part of the rapport it has built with its community of vendors, customers, and local community members. These standards go beyond the common understanding of good business, as ACR values its integrity from the top down with transparency on all levels. This expectation of transparency and honesty extends beyond the organization. For example, ACR sends back or pays for excess items rather than keeping them, and ACR's vendors know that they will be paid on time every time. Ensuring the establishment and development of trust in their word is one of ACR's key value propositions. Although these standards are not always explicitly stated in their policies and procedures, they are implicitly established within employee relationships and cultural norms. The widespread endorsement of these ethical standards is reflected in employees' statements of 'non-negotiable' ACR values of honesty, trust, and integrity,\*\* as well as results from the culture survey that indicate ACR leaders demonstrate integrity. Maintaining high ethical standards is a necessary foundation for ACR's mission, enabling them to carry out its other aspects with integrity.

\*\*For more information about participants' descriptions of ACR's values, see the appendix.

***These are the reasons we  
founded, exist today, and why  
hard everyday to secure our***



were  
y we work  
r future

D

## *Impact of Faith*



10-dos

- ① BE thankful
- ② Don't complain
- ③ TRANSFERS
- ④ UPS/Fedex
- ⑤ Do 1 count every day.
- ⑥ Put Stuff away
- ⑦ Check Deliveries
- ⑧ Run PO Register

## Projects

- ① TRAVIS' stuff
- ② SEBTS Evap? Will
- ③ Duke/KAI FILTERS
- ④ ZEPRA BAR Code LABELS

## Count Schedule

7/31 = 97.91%

VERSE of the day: Psalm 147:10-11

He is not impressed by the strength of a horse; he does not value the power of a warrior.  
The LORD values those who FEAR



# Impact of Faith at ACR

## WHAT WE HEARD:

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### IMPACT OF THE PRESENCE OF FAITH ON CUSTOMERS

According to a recent ACR Customer engagement survey\*\*, ACR clearly outperforms competitors in their industry. CSI survey measurements indicate ACR's people better engage their customers by 10% points (ACR's 84.4% vs. the industry's top ten competitor score of 74.3%), and respond faster and more accurately (72.5% vs. 68.0%), have better Fill rate (70.9% vs. 65.9%) and better order accuracy (73.4% vs. 66.1%). Timeliness of delivery, emergency services, timeliness of will call service, invoice accuracy and payment processing are all customer engagement functions where ACR clearly outperformed the industry's top 10 competitors.

Areas of performance that are worse than competitors are competitive pricing (44.4% vs. 53.1%) and breadth of product inventory (60.5% vs. 62.9%). ACR had no competitive edge in website/ecommerce support.


Primary and secondary customers rated ACR employee and customer engagement a stunning 93.0% and 79.7% rating respectively. Again the top 10 industry competitors average score was 74.3%.

According to the FCG report, ACR achieved Best Practice Ratings in 20 of 21 people categories, exceeded FCG client average performance ratings in 18 of 21 benchmarked people categories, and exceeded FCG's Top 10 Client ratings in 7 of 21 benchmarked people categories.

*(Customer quotes from the survey, people and company names changed to protect anonymity)*

- "Frank Williams always goes above and beyond with the services he provides," - Sherri Gabbara, Rocquefort Equipment

\*\* Source: Farmington Consulting Group, October 24, 2019 ACR Supply 2019 Customer Satisfaction Survey. 527 completed, returned out of 1470 mailed surveys.

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- “I deal with Sycamore store 99% of the time. Frank Williams is a fantastic manager and his staff is always 100% on point.” - Scott Hampton, Gemco of Sycamore
  - “Doug knows or finds our answers to all of our questions. He has the most positive outlook and is always available to assist in any way he can.” - Steve Tremont, Westwind Public Schools
  - “Dave and Harry really make us feel like very important customers. They are doing great at delivering great results. Inside sales is very helpful also. Dave is always on point and a great rep for your company. I just appreciate him and how he helps us be better.” - Clark Daley, Jackson Controls
  - “The staff always has a smile and calls me by my name.” - Mike Bennett, Major University
  - “All personnel have always gone extra lengths to find the parts I needed. Even though a lot of times it is not a common stock item and some research was required to meet my needs. - Scott Mulligan, City of Saintford
  - “Due to the high level of service provided through your company I always try to order through ACR first before going to another vendor.” - Jenny Learman, Williams Trane Service
  - “I always go to ACR first. They care about my issues, locate parts and get them here. I would rather wait an extra day and buy from Gary Sidleman than go to brand X. I look forward to doing business there at ACR everyday.” - Williamsburg Customer
  - “We are changing to ACR as our #1 supplier. The guys in Williamsburg are awesome.” - Peter Newman, Heat and Cool HVAC, LLC
  - “They treat me like they love me.” - Riley Timmons, Timmons Heating and Air

## IMPACT OF THE PRESENCE OF FAITH ON EMPLOYEES

According to a March 2020 Employee Engagement survey by Best Workplace Institute\*, ACR employees demonstrate above average engagement in every aspect of the survey. BWI indicates that ACR is a “flourishing” culture. Results reveal an ongoing intention to improve the culture with 2020 results showing additional cultural improvement over the prior year.

Noted areas of strength in the culture are in Healthy Communication, Sustainable Strategy, Inspirational Leadership, and Fantastic Teams, posting a 66% to 88% greater employee engagement over the industry sector average.

ACR employees reveal strong engagement overall with the company (83% greater than average scores). Team members love working at ACR with 61% indicating they “remain very committed to ACR” and 70% indicating they would “rate ACR as an exceptional place to serve.” 83% agree with the statement, “I would prefer to remain with ACR even if a comparable role at a higher pay level were available in another organization.”

ACR Employee Engagement Survey highlights:

- 94.2% - I would recommend ACR to others as a good place to work.
- 92.2% - I would rate ACR as an exceptional place to work
- 88.4% - Leaders at ACR model humility

- 89% - Leaders at ACR demonstrate compassion for people at all levels
- 88.4% - Leaders at ACR model fairness and integrity
- 86.2% - There is a high level of trust between leaders and employees at ACR
- 91.4% - I am motivated to put in extra effort beyond what is expected to help ACR supply succeed.

Employees noted specific characteristics that make it a great workplace:

- Culture, attitudes, environment
- Strong team and shared sense of purpose
- God-centered, spiritual impact
- I feel valued, cared for
- Strong co-worker relationships
- Ownership/Leadership by example

*\*Best Workplaces Institute, ACR Supply*

*Engagement Survey 2020, Executive Summary*



## WHAT WE LEARNED:

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### IMPACT ON OPERATIONS AND METRICS

Customers recognize the clear difference in how they are serviced and supported by employees at ACR. Whether it's at the counter, by phone, or in the warehouse, they see the added attention, diligence, responsiveness and personal touch at every point of contact the employees extend. Based on the survey results and statements from ACR employees, we could make a case that the loyalty is strong enough to keep them coming back even though ACR pricing appears to be higher than competitors.

Employees share in the purpose, mission and vision of ACR. They work to reflect the values in customer engagement as well as with their employee peers. This cultural glue creates strong bonds that increase employee loyalty, reduces the cost of labor, and motivates employees to engage customers with a heart of humility, service, and excellence. This results in superior employee engagement and outstanding customer loyalty and appreciation. The lower cost of labor is likely returned to the employees in the ongoing investment in development of the culture. Participants also expressed that employee turnover is low because of ACR's investment in its employees and their wellbeing.

### IMPACT ON EMPLOYEE AND CUSTOMER SPIRITUAL GROWTH

ACR has built a matrix of caring activities to support its faith-focused purpose. These activities are practical and focused

*“You know, we have free popcorn, free coffee, and free water and... It's not a lot, but it's providing some basic refreshments and always willing and always putting a smile on our face, you know, treating them like they matter, you know, personally and professionally”*

on providing care for ACR employees, families and the greater local and global community. In addition, ACR has built a leadership development program to equip emerging leaders with the skills, sensitivities, and traits to be able to lead others effectively. These activities demonstrate ACR's holistic investment in their employees' and their families. However, more unusually, ACR's uniquely Christian business practices have created a space of trust for employees to build relationships, impact lives and glorify God, resulting in some of the greatest evidence for spiritual impact: lives saved by the Gospel message. Many employees

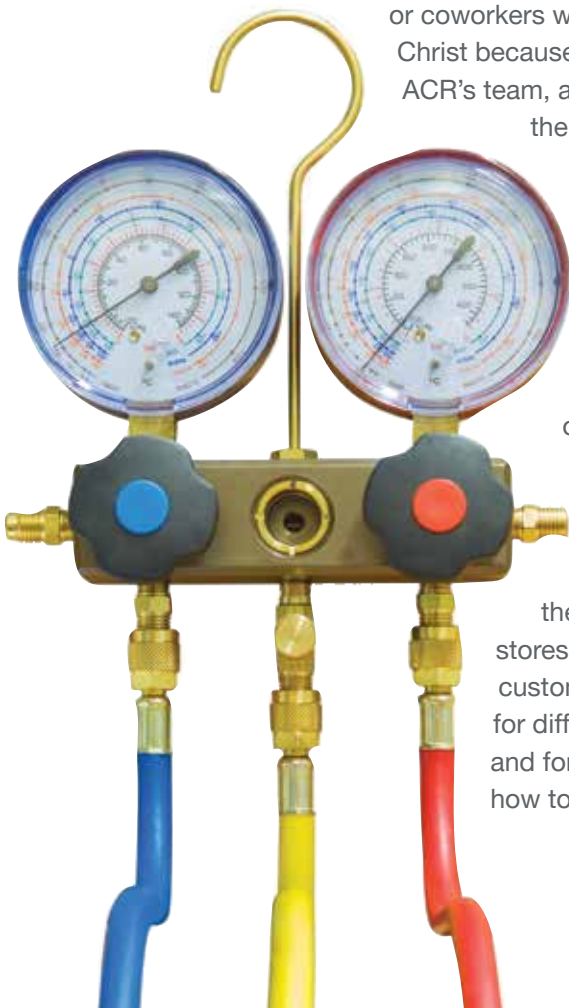
at ACR personally know customers or coworkers who have come to Christ because of someone on ACR's team, and many have their own stories of how they were able to care for others at work. Employees have freedom to build relationships that establish trust and open doors to pray for customers, to offer advice and biblical truth. Pamphlets at the entrance of all stores provide a way for customers to receive care for difficult circumstances, and for employees to learn how to come alongside

*"how team members are treated ... I think that drives people staying, drives less turnover. Turnover is expensive for companies."*

struggling customers. There are also many accounts of employees who have grown in their faith through the mentorship of other ACR employees and through the examples of coworkers living out their faith at work.

## IMPACT ON LOCAL AND GLOBAL COMMUNITY

As an organization, ACR demonstrates a desire to make an impact beyond its employees and their families. For example, ACR supports the building of an orphanage in Burkina Faso. This initiative has not only a positive impact on the community there by caring for children in a developing country in Africa, but also on the ACR team by bonding employees together through a shared sense of global outreach. This was one of two programs employees frequently brought up as a point of pride and unity during our research. The other program often mentioned was the Roc Solid Foundation partnership. Like the orphanage in Burkina Faso, this partnership was mentioned as an important part of employees impacting those beyond the company; however, in this case, the employees are more directly involved. These opportunities not only have a positive impact on local and global communities, but also on the ACR team itself, reinforcing a culture of holistic care for employee, vendor, customer, and community member.



Restoring Your  
Broken Marriage

Sexual  
Addiction

Grief

Living in a  
Dangerous  
World

Sex Before  
Marriage

Conflict

Help! My Spouse  
Committed Adultery

Should We  
Get Married?

A Redemptive

First Steps for Dealing

Redeeming  
Painful Pa

When the Money  
Runs Out

Who Should  
I Date?

Family  
Feuds

Hope and Help for the  
Financially Struggling

Burned  
Out?

Suffering

Dealing with  
Rejection

Trusting God with  
Your "To-Do" List

When Life Falls Apart

How to Respond  
to Deep Hurt



William C. Smith

President, Counseling & Family Ministry Department

CCEF

KEYLIFE

Steve Brown

Serge

Senior Pastor

C. Johnson

Relief Without  
Cutting

Help for  
Stepfamilies

Bipolar  
Disorder

Angry  
Children

I Just Want  
to Die

iSnooping on  
Your Kid  
Parenting in an Internet World

When Cancer  
Interrupts

Single  
Parents

Daily Grace for the

E

## *Integration of Faith at ACR*

Beyond a  
"Cheer-Up"

Parenting  
ADHD Child

Biblical Guidance for Your  
Child's Diagnosis

Child

for Your



Rita Jamison

Rita Jamison

John Miller

Edward T. Welch



# Integration of Faith at ACR

## **STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS**

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From analysis of our data, we have projected a SWOT analysis of the presence and impact of faith at ACR.

### **STRENGTHS**

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- CEO's example of humility and servant leadership
- ACR's ability to integrate sources and presence of faith across multiple levels and departments
- ACR's continued efforts to monitor, track, and grow its faith-related impacts on employees, customers, and local and global communities
- ACR's cultural norms of evangelism, prayer, and discipleship
- ACR's spiritual impact on employees and local and global communities
- Employee satisfaction, low turnover, strong cultural buy-in and unity
- Customer satisfaction and loyalty

## WEAKNESSES

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- Very few weaknesses noted in ACR's faith expression and practices
- However, because of ACR's emphasis on grace, generosity, and transparency (strengths of their faith commitments), ACR also experiences:
  - Occasional slowness to hold members accountable to ACR's standards, leading to some instances in which members have negatively affected morale
  - Expectations from stakeholders that ACR demonstrate inordinate flexibility and forgiveness
  - Expectations from employees to be involved in majority of organizational decisions

## OPPORTUNITIES

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- Implementing a paid family leave policy
- Increased communication about ACR's decision-making, especially when making hard decisions related to operations versus relationships

## THREATS

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- Brokenness of Christian and non-Christian stakeholders, reinforcing the importance of:
  - Humility and thoughtful communication
  - High standards but also grace
  - Priority of authenticity and living out the values professed
- Expectations that employees sacrifice for ACR "family" or organization could foster resentment
- Industry changes that threaten ACR's long-term growth and sustainability
- Eventually hiring leaders that do not share ACR's mission, vision, or Troy's humility
- Hiring/failing to terminate employees who do not align with ACR's values and harm its Christian witness and culture
- Double standards placed on ACR by external stakeholders due to its Christian commitments





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## *Analysis and Implications*





# Implications and Considerations

## STRONG, FAITH-BASED ORGANIZATIONAL IDENTITY

### Dr. Danielle Corple

ACR's faith-based identity goes beyond its image, as participants expressed an authentic connection between ACR's explicitly faith-based mission and the enactment of its faith through its values, practices, and norms. Unlike an organization that runs on implicit Judeo-Christian values such as honesty or respect, ACR employees can link ACR values such as honesty, trust, and integrity to its specific faith commitments, giving these values greater weight and influence in the organization. By customers and vendors recognizing ACR as "that Christian company," they also link ACR's integrity, responsiveness, and friendliness to their Christian mission, amplifying ACR's witness to their community.

Furthermore, ACR's heavy investment in employees, vendors, customers, and the community goes beyond "good business practice," and acts as a ministry, wherein the organization is disadvantaged for the sake of advantaging others. Through these practices, the owners actively forgo additional wealth in the organization to build eternal wealth for their employees and community. This makes ACR stand in contrast to most for-profit companies, even those who make ethical, values-driven decisions but do not sacrifice at such great cost to invest spiritually in others.

*"ACR exists for eternal significance and not for the profit."*

ACR's unique, faith-based identity generates a strong sense of employee identification with the company.



Strong organizational identification has been linked to increased employee participation, effort, team-based decision-making, motivation, and tenure. Furthermore, rather than a solely top-down flow of faith-based influence, ACR's faith-based identity influences every level of the organization and each department. This norm amplifies ACR's Christian witness to others, as it has mobilized and empowered its employees to carry out its faith-based mission.

ACR's faith-based identity also generates a strong sense of unity among employees, evidenced through how many participants described ACR as a family. Across departments and ranks, strong social ties exist between many ACR employees, leading to a culture of serving each other and an overall enjoyable work environment. These ties are fostered by ACR leadership and activities, such as staff fun days and service days, but are perpetuated by ACR employees who take the ACR mission upon themselves to "build relationships" that have kingdom impact, not only with customers, but with each other.

However, even for employees who disagree with ACR's faith commitments, many stay at the company because of how they are treated by ACR. This finding demonstrates how people, even if they don't follow Jesus, want to be treated how Jesus treats others—with compassion and self-sacrifice. Thus, even for employees who don't identify with ACR's faith commitments, they still align with the values and practices that flow from those faith commitments. Not only is this finding evidence of ACR's authentic Christian witness to its employees, but research also demonstrates that value alignment between employees and the company predicts better organizational performance.

To continue fostering a sense of unity and organizational identification, ACR should continue practices that routinely ground ACR in its shared sense of mission. Research on organizational culture suggests that these kinds of rituals increase employees' sense of belongingness and connection to the organization and each other. Furthermore, to increase identification with ACR's mission and values among

employees, it should continue communicating with and involving employees in its global and local community impact efforts. Research on corporate social responsibility (CSR) campaigns suggests that their greatest stakeholder gains are often internal. As employees consume CSR messaging and participate in related activities (e.g., ACR Cares), this communication and involvement increases employee organizational identification and commitment. The ACR data hinted at this finding, as many participants mentioned ACR Cares as primary evidence of the company's faith commitments.

## GAPS AND CHALLENGES

### NAVIGATING TENSIONS BETWEEN OPERATIONAL AND RELATIONAL COMMITMENTS

#### Dr. Danielle Corple

CFI Case Study, *Lead Academic Researcher*

#### Chuck Thomas

CFI Case Study, *Project lead, Executive Fellow of CFI*

ACR demonstrates both a commitment to operational efficiency and an emphasis on relationship building and evangelism. For some participants, these two values appear at odds. Some individuals want to emphasize operational efficiency for the sake of stewarding time and resources well, and others want to emphasize customer and employee relationships. Organizational research suggests that

tensions such as these are normal. An operational versus relational focus can be interpreted as competing forces, but they are both necessary for ACR to carry out its mission. Thus, research suggests that organizations should not seek to eliminate this tension, but to reframe it and develop ways of managing and balancing it well. For example, we suggest pairing individuals on teams with different giftings, such as those who are particularly relational with those who stick to spreadsheets. Also, leadership should continue to seek out multiple voices when making important decisions, enabling those with both relational and operational skill sets to contribute. When management makes a decision that seemingly

*“a competitive advantage that we have compared to others is the culture that we have here. And I think that distinctly sets us apart from others.”*

prioritizes one over the other, they should be clear with employees about why they made that decision. In doing so, we suggest framing the decision with “balancing” or “prioritizing” language so that organizational members understand the various influences that factored into the decision and how they were weighed and managed.

One expression of the operational versus relational tension at ACR is the difficulty in choosing when to invest in employees versus creating a financial safety net or pouring profits into a future investment pool for growth. The decision to invest company profits into deepening and expanding culture is a wise move. Peter Drucker famously said, “culture eats strategy for breakfast.” It’s proven that when beliefs, values and associated behaviors align within a company, employee trust expands and aggressive growth occurs. Strategy is hardly required when everyone shares common values and a common vision of what could be.

At ACR, Troy has invested heavily in building a culture based on Christian values and operational excellence. ACR reflects a model of service, sacrifice, excellence and responsiveness. To ensure consistency in the culture, ACR hiring and orientation processes require multiple conversations, shared experience and common literature that brings the mission and vision of ACR to light. When you join ACR, you learn to walk with others on a journey of change, hope, joy, grace, stewardship and generosity.

ACR’s employee engagement survey, the Best Christian Workplaces survey and

the customer satisfaction survey reveal exceptional, industry-leading results in every category. Yet, Troy’s investment of time and resources to reinforce the values are not without cost. Time devoted to orientation, communication, training, teaching, practicing, and employing ACR values and strategies are a cost center. From our discussion, it was estimated that culture and employee engagement costs as much as three times the earned, pre-tax net income. The ROI for this investment is linked to assumptions of employee retention, loyalty and utilization. Further, the increased employee passion to serve customers well differentiates ACR service at the counter, in the warehouse, and on the job site. This impacts customer affinity and engagement, which ultimately impacts customer retention, profitability, and peer-to-peer customer advocacy. The presence of faith is revealed in how people (employees, customers and vendors) are treated. When people feel honored and respected, and are treated fairly, they come back for more.

This sizable investment in culture appears to be an intentional step of faith for ACR, as the net income of any given year may not be enough to support the company in the event of a major downturn. It appears that Troy Meachum has confidence and faith that at such a moment, God will lead and provide, and he walks confidently into the future with slim profits and a thin financial safety net. While this focus places people ahead of profitability, leadership has also recognized the desire to increase ACR’s stability and growth potential by pursuing strategies to increase annual net income. We commend this desire, as doing so does not reflect an



absence of faith, but reflects a wise and healthy interest in increasing ACR’s financial stability and growth capital. If ACR can grow its company, it can grow its mission to build relationships, impact lives, and glorify God.

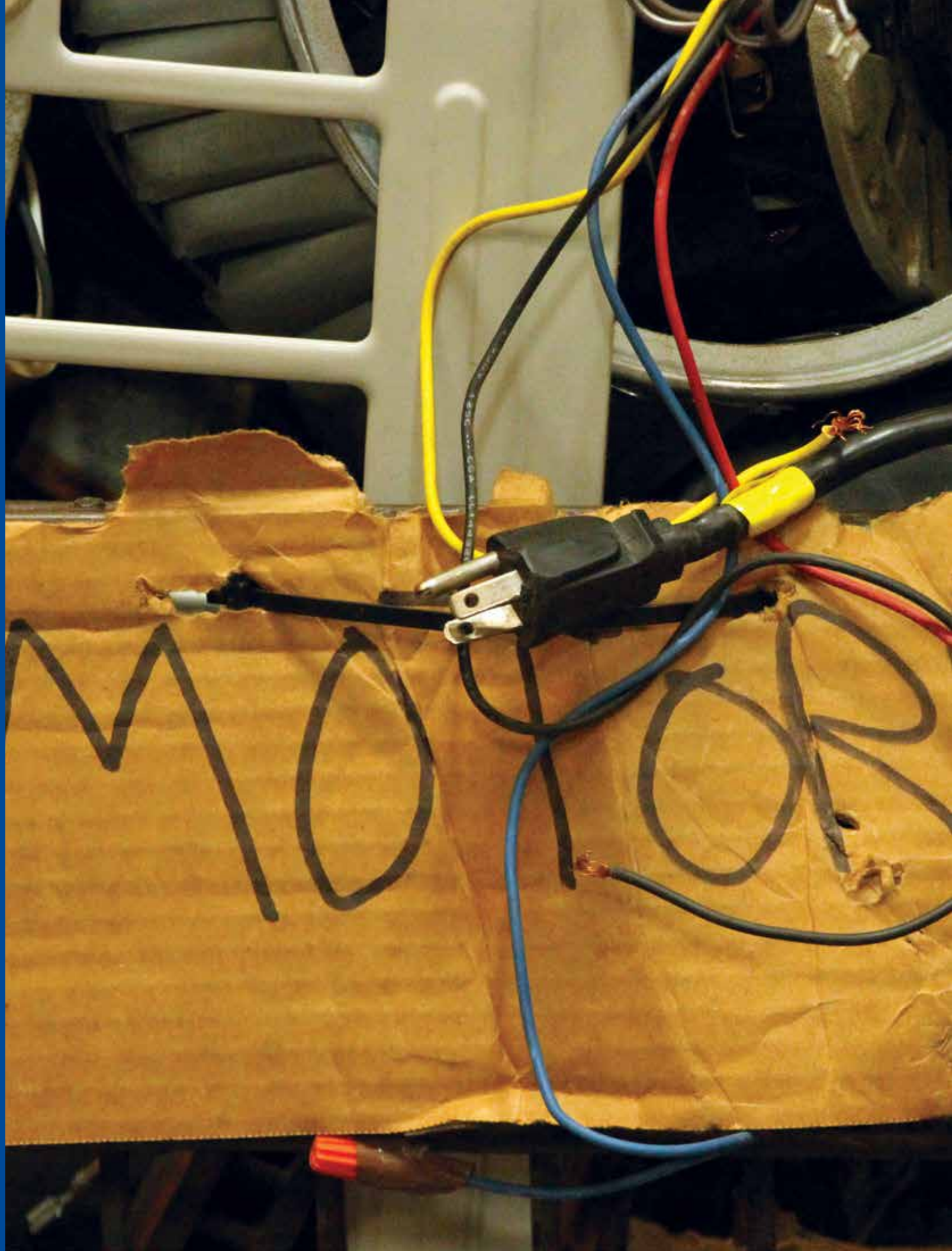
Maintaining a strong, faith-based organizational identity leads to challenges, as vendors, employees, or customers may try to take advantage of ACR’s generosity and goodwill. This dynamic leads to a similar organizational tension of maintaining a gracious, people-focused (relational) perspective, while also addressing organizational stewardship (operational). Because ACR is very person-focused, when individuals are turned down to, say, work from home, ACR needs to be prepared to clearly communicate where its boundaries are and why. Again, we suggest linking these explanations to concepts such as stewardship, so that employees understand the values that inform ACR’s decision-making.

**THE MOST FREQUENTLY  
MENTIONED NON-NEGOTIABLE  
COMPANY VALUES**

- 1. Honesty/Truthfulness (13 times)
- 2. No Gossip (12 times)
- 3. Integrity (5 times)
- 4. Customer Service/Respect (5 times)
- 5. Trust (4 times)
- 6. Contributes to company culture (4 times)
- 7. Good Attitude (4 times)
- 8. Hard work ethic/Hungry (4 times)
- 9. Humility (4 times)

**THE MOST FREQUENTLY  
MENTIONED NON-NEGOTIABLE  
PERSONAL VALUES**

- 1. Faith/Christian/Modeling Christlike behavior (8 times)
- 2. Truthful/Honest/Trustworthy (7 times)
- 3. Loving and serving others (7 times)
- 4. Hungry/Hard work ethic (5 times)
- 5. Family (5 times)
- 6. Good attitude/All in attitude/ No complaining (4 times)
- 7. Integrity (4 times)
- 8. Compassionate (3 times)
- 9. Humility (3 times)
- 10. Personal development/Life long learner (3 times)



Similarly, some participants noted that Troy's relational strengths in showing grace and forgiveness can also become operational weaknesses. For example, by offering employees multiple chances at improvement before letting them go, these employees could exert a toxic influence over organizational culture, negatively affecting the morale and productivity of other employees.

Although ACR is characterized by a strong sense of unity, research on "family-like" organizational cultures show mixed results. While there are many organizational benefits to strong employee identification with their organization and to each other, "family" language and expectations can make employees feel obligated to serve the company as if it were their family, rather than their employer. For instance, if many employees at ACR forgo their raise to help the organizational "family," other employees may feel pressure to do the same, even when their financial situation may differ. This has the potential to make employees resentful of ACR leadership, while also lessening the likelihood these employees would say something, since doing so would be speaking against "the family." Furthermore, if leadership describes the company like a family, and then institutes layoffs, employees may be more likely to feel hurt and betrayed. Finally, using "family" language could amplify the expectation that ACR show unconditional grace, exacerbating the existing tension ACR faces as many employees expect them to be excessively generous and gracious.

In addition, due to ACR's faith-based commitment to invest in their employees and their families, we suggest implementing a paid family leave policy. Some participants and the culture survey indicated a desire for the policy, and we believe that the policy would significantly strengthen ACR's commitment to employees and their families. Furthermore, adding this policy would enable ACR to recruit more diverse organizational members, a value mentioned by several leaders, and one that aligns with ACR's faith-based mission. Research demonstrates women and younger workers are more likely to evaluate potential employers according to family-friendly policies such as paid leave. Furthermore, studies on companies with policies that support working parents boast higher employee retention and job satisfaction.

# THE INEFFICIENCY OF AN ETERNAL ROI

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## Chuck Thomas

*Executive Fellow, Wheaton Center for Faith and Innovation, Wheaton College*

In the 1970's Robert Greenleaf of AT&T wrote a groundbreaking book on team management called, "Servant Leadership."

Greenleaf posited that great leaders create strong, high performing business cultures with sustainable market impact not by force, demand and compliance but by leaders serving those they lead. Servant leadership begins with listening, understanding and acting in the best interests of the follower, not the leader. He referenced Jesus Christ as the model.

Jesus taught his followers that if you are to lead, you must be a servant first. This was radical when he said it then and it's radical today. Although he had the power and authority to rule, Jesus sacrificed himself, taking on the role of a servant, for the best good of others, even to the point of death.

In the years since Greenleaf's book was first published, many business leaders attempted to change their management style from autocratic and dictatorial to servant leadership. Actually seeing it in practice, however, is rare.

Across the hundreds of companies with whom I have worked over three decades of business consultancy, I have never observed such a broad presence of

heartfelt service and servant leadership in a company as we observed at ACR Supply. Throughout the many interviews, discussions and data collected during our site visit, the presence of servant leadership within the company became a common theme.

The source of servant leadership is the CEO, Troy Meachem. Troy's personal story is one of a life miraculously transformed by the grace of God. He states that the dramatic change in his life created gratitude and a passion to know Jesus more and follow in his steps, including servant leadership. He leads Bible studies, mentors others, and gives generously. At home, at church, at work, he serves others, wanting to see them flourish and downplays recognition and his own interests.

Most of our interview participants at ACR were Christians, some of whom had attended seminary and worked previously in churches. We were told that not all employees share the faith, but it was apparent most employees did.

ACR vice presidents, directors, managers, salespeople, and warehouse staff shared stories of Troy guiding them personally, mentoring and trusting them to do what is best for the company, its customers and vendors.

*Employees tell stories of deeper conversations and praying with customers who come to the sales counter as they purchase supplies for the day's projects.*

Analysis of the ACR culture revealed that Troy's servant leadership style created curiosity about his faith, and motivated employees across the company to adopt principles of servant leadership themselves. Some employees have become followers of Jesus as a result. His approach of serving others and giving generously has created a deep, personal commitment to Troy and ACR, with high levels of employee trust, loyalty and engagement.

Externally, ACR is an industry leader. Troy was elected chairman of his national trade association and has been given numerous awards for ACR's high performance and customer satisfaction. ACR employees are known for their best-in-class customer service. Beyond technical support, they offer a caring heart, a listening ear, and desire to support their customers as people who need to know Jesus and grow in faith. Christian employees at ACR are given the freedom to engage beyond selling HVAC supplies to listen, pray and support the personal needs of ACR customers. Employees tell stories of deeper conversations and praying with customers who come to the sales counter as they purchase supplies for the day's projects.

ACR employees are given freedom to decide how to blend business activity with ministry caring. Virtually each employee is trusted to be guided by the Holy Spirit as they engage their customers or vendors. This becomes a daily decision on the part of ACR employees to discern how to use their time. It can have financial and operational impact in the warehouse, for example, when an employee chooses to spend an extra hour with a vendor to listen and pray rather than accomplish the day's critical tasks.

Troy and his leadership team are, however, acutely aware that the practice of servant leadership impacts their bottom line both positively and negatively. Positively, the spirit of personal and pastoral care creates customers that are fiercely loyal resulting in stable customer relationships, revenue and peer-to-peer advocacy.



Negatively, the focus on offering more than HVAC products and providing ministry care takes extra time. It creates operational inefficiency, tactical confusion and dilutes the company's profitability.

The leadership team routinely feels this conflict and debates the need to more strictly enforce operational policies that ensure profitability vs spending the extra time responding to the soul of a vendor. As CEO and primary shareholder, Troy has chosen to invest in caring for others (employees, customers, vendors) at the cost of profitability and personal wealth.

It appears that the overall strategy is for employees to engage customers and vendors in conversations as the Holy Spirit guides, while doing their best to sell product, protect profitability, and trust the business to God's hand.

As a result the company is a unique business-ministry, flavored with strong employee affection and admiration for Troy and his servant leadership style. His enthusiastic passion to listen, to understand and to serve all his stakeholders is infectious. ACR employees appreciate, enjoy and reflect his leadership style. He serves his people well, even at personal sacrifice, and they in turn serve ACR customers well with a servant's heart.

The title on Meachem's business card is "Chief Cheerleader". One employee stated, "He is a great man, he would do anything for me. I would do anything for him."

In summary, our research and data show that the CEO's desire to see people come to know Jesus and grow in their faith is combined with high quality products, best-in-class customer service and personal care to drive business strategy, investment and policies. The daily mix of implementing these business practices and ministry priorities are determined by the employees, creating operational inefficiencies. Employees are challenged to seek an eternal ROI while being held accountable for the company's profitability and growth. From historical financial data, some years appear to have had better eternal ROI than operational ROI. As Troy said to me at one point, "we are a for-profit ministry."

ACR is a unique organization with employees who love the company, love Jesus and demonstrate love and care for each other, their customers and vendors.

# THE SOURCE → PRESENCE → OUTCOMES OF WISDOM AT ACR

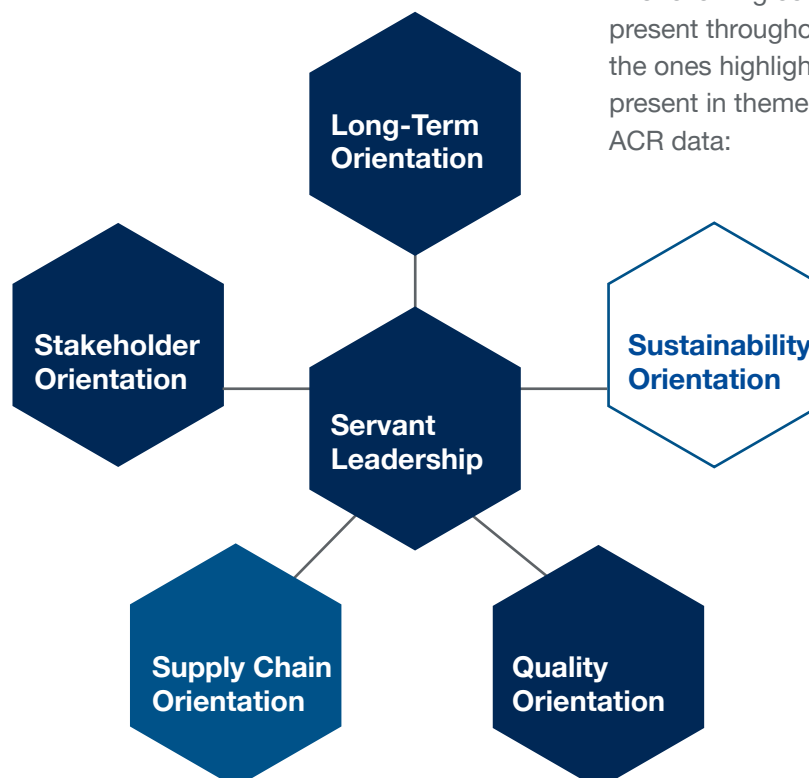
**Hannah Stolze, Ph.D.**

*Director, Wheaton Center for Faith and Innovation and Associate Professor of Marketing and Supply Chain Management, Wheaton College*

**W**isdom has made a comeback in management research in the face of growing corporate crises due to ethical shortcomings at senior level management. The source of wisdom is a primary topic throughout all four wisdom books in scripture: Job, Proverbs, Ecclesiastes, and Psalms<sup>1</sup>. Proverbs 9:10 states that the fear (yare) of the Lord is the beginning of wisdom. Yare translates directly to awe. Thus, the source of wisdom is the awe of God. ACR demonstrates this primary focus on honoring God with their vision

statement: “Caring for people, passionate for solutions.”

When wisdom is present, many corporate initiatives and values are likely to emerge. When corporate leaders are in awe of God, Proverbs 14:26-27 states that they will walk in confidence, have refuge, a fountain of life, and the ability to turn away from the snares of death. Wisdom is personified throughout the book of Proverbs as a person who is actively engaged in the life of the local community. The following corporate strategies are present throughout wisdom literature and the ones highlighted in dark blue are most present in themes that emerged in the ACR data:



## *The ultimate outcome of Wisdom is to achieve the goal of bringing honor to God and to others.*

Of the strategies that are articulated in Wisdom literature – the strongest themes at ACR are servant leadership and stakeholder engagement (people - employees, customers, community, etc). Wisdom's community of stakeholders are central beneficiaries of her work. This came through in the statements made by the employees: *All around the company now you've got every leader— probably not every leader— but a lot of the leaders you know praying for their team, caring for their team.* Throughout Proverbs, when Wisdom is present, the goals of the leadership center around serving and honoring God. Products are high quality. Stakeholders are satisfied (customers, employees, and suppliers), and the impact is sustainable.

The ultimate outcome of Wisdom is to achieve the goal of bringing honor to God and to others. Opportunities remain for ACR to further develop to more deeply integrate sustainability and supply chain awareness throughout the organizations. Lives are transformed through these processes, kindness and peace are transmitted, resources are gained, and people are drawn closer to God. Wisdom may seem like an ancient principle, but it has never been more timely or timeless in its relevance for today.

As we explore the impact of faith on business practices through the State of Faith in the Marketplace Research conducted through the Wheaton Center for Faith and Innovation, we are delighted to find wisdom present throughout organizations calling us all to walk in the blessing that comes from being in awe of God.

<sup>1</sup>Proverbs 9:10-11, Psalm 111:10; Proverbs 1:7, Proverbs 8:12-13, Proverbs 15:33, Proverbs 2:1-11, Job 28:20-28, Psalm 111:2, Ecclesiastes 12:13

## ACR RESPONSE

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### Keith L. Johnson, Ph.D.

*Co-Director, Wheaton Center for Faith and  
Innovation and Associate Professor of Theology,  
Wheaton College*

**A**t the beginning of Philippians 2, Paul describes the qualities that a people living “in a manner worthy of the gospel of Christ” will display (Phil 1:27). His description is specific: “Make my joy complete. Be of the same mind, having the same love, being in full accord and of one mind. Do nothing from selfish ambition or vain conceit, but in humility regard others as better than yourselves. Let each of you look not to your own interests, but to the interests of others” (Phil 2:2-4).

This passage came to mind more than once as I read this report about ACR. I was impressed by the shared vision of ACR employees, their commitment to the company’s mission, their customer-centered focus, and their desire to help people around the world in the name of Christ.

Two words drilled this connection home: humility and self-sacrifice. From the leadership team to the rank and file employee, one gets the sense that employees of ACR act not out of self-interest but with a genuine concern for others. They sacrifice time, money, and opportunity in order to live faithfully, serve others, and bear witness to Christ in and through their work.

It is no accident that these same two words are central to Paul’s passage. As Philippians 2 continues, he provides a concrete illustration of the kind of mindset that goes along with living in a manner worthy of the gospel.

Let the same mind be in you that was in Christ Jesus,  
who, though he was in the form of God, did not regard equality with  
God as something to be exploited,  
but emptied himself,  
taking the form of a slave, being born in human likeness.  
And being found in human form, he humbled himself  
and became obedient to the point of death— even death on a cross.  
(Phil 2:5-9).

The key to interpreting this passage is the connection Paul draws between Christ’s status and his actions. Christ has the same status as God, which gives him the highest possible status. But Christ utilizes this high status in an unexpected way. He does not claim his

divine privileges or exploit them to his own advantage. Instead, he empties himself and takes the form of a slave by joining himself to human flesh with its low status. Then, during the course of his human life, he continues this self-sacrificial pattern by humbling himself even to the point of a shameful, criminal's death on the cross.

Note the pattern here: although *[status]*, not *[the expected self-centered action that goes along with that status]*, but *[a self-sacrificial action for the benefit of others]*.

This is the pattern I want to commend to the employees of ACR. As you build on your legacy of faithfulness and continue your good work, I encourage you to repeatedly ask yourselves this question: "What status do we have in this moment?" Depending on the situation, a lot of different answers might come to mind. You might think about the status that comes with having a good reputation in your community. You could think of the deep reservoir of trust you have built with vendors and customers. Or you might consider the status that comes with the strong commitment of ACR employees to the company. The list goes on.

Once you have identified the status you have, then ask: "How would people in the marketplace expect a company to use this status?" In most cases, the expected action would be something that benefit the company's bottom line. Companies tend to exploit

their advantages to increase their profitability and market share.

But what if you asked a different question: "How can we use ACR's high status for the sake of others?" This means that the *first* decision you make in every situation is how ACR and its employees can use their status to serve each other, your community, and the world. "Look not to your own interests, but to the interests of others." This is where the innovation comes in, because a business that adopts this pattern of thinking is going to make some unexpected decisions that will turn conventional wisdom on its head. Employees will work hard, but not simply in order to fulfill their own ambitions. They will work hard because they are following Jesus, and the way of Jesus is hard.

After all, Jesus told his followers that anyone who wanted to be a disciple needed to "deny themselves and take up their cross daily and follow me" (Lk 9:23). This means that people who follow Jesus will live lives marked by self-denial and self-sacrifice. As Jesus put it: "Whoever wishes to become great among you must be your servant, and whoever wishes to be first among you must be slave of all" (Mk 10:43-44).

My prayer is that ACR strives for greatness.



# A Final Note

What a great organization. God is at work in and through ACR!

An organization's culture must share values and vision to be able to build trust and create engagement, loyalty and personal impact. While we can't know every detail of the ACR, we have probed in many focus groups, read numerous documents, and heard candidly from many of your people. It's abundantly clear to us that the culture you have shaped at ACR sets your company apart. Your employees and team members share deeply in your values and your vision. The recent customer and employee surveys reveal the remarkable result --- that your organization's alignment and consistent execution serves others well with eternity in mind. It is a tribute to your leadership, your vision and commitment. And this attitude of heartfelt service gives ACR a significant competitive advantage in the marketplace while opening the door for deeper conversations of the heart and soul. How amazing is that?

Thank you for your transparency and allowing us to see ACR and how God is working in your business.

We celebrate God's work in your business transforming people's lives and encouraging them in their faith in Jesus Christ. Thank you for your willingness to be an early case study in our State of Faith in the Marketplace (SOFIM) research project. Our SOFIM initiative will be an ongoing report on best practices, strategies and tactics businesses use to integrate their faith in the marketplace.

We hope this report will encourage you in your faith journey and your business leadership. May God continue to bless ACR and use it to make a miraculous life-changing impact for Christ and His Kingdom.

On behalf of the entire ACR team at the Wheaton Center for Faith and Innovation, thank you for giving us this opportunity to serve our Lord and to serve you in your faithfulness to His calling.

Mr. Chuck Thomas, *Executive Fellow, Project lead*  
Dr. Danielle Corple, *Associate Professor, Research lead*  
Ms. Jenna Jossart, *CFI Innovation Scholar*  
Ms. May Stevenson, *CFI Innovation Scholar*

The Wheaton Center for Faith and Innovation  
Dr. Hannah Stolze, *Founder, Co-Director*  
Dr. Keith Johnson, *Co-Director*  
Wheaton College  
Wheaton, Illinois

July 28, 2020





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## *Appendix*

## COMPANY NON-NEGOTIABLE VALUES

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Contributes to Company Culture

No Gossip  
Honesty  
Truthfulness  
Humility  
Hungry  
Good Attitude  
Integrity  
Trust  
Customer Service  
Hard Work Ethic  
Respect

PERSONAL  
NON-NEGOTIABLES VALUES

Compassionate LifeLongLearner  
Integrity Christian NoComplaining  
Truthful Family Hungry Honest  
PersonalDevelopment Faith Trustworthy  
HardWorkEthic LovingAndServingOthers  
AllInAttitude ModelingChristlikeBehavior  
Humility GoodAttitude

# ACR Supply Caring Activities

## CARING ACTIVITIES OWNED AND FUNDED BY THE COMPANY:

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1. Safety Shoe Program
2. Financial Peace University
3. Training & Education
4. Birthday, Anniversary and Veteran's Day Cards
5. A.B. Scholarship

## CARING ACTIVITIES OWNED, DECISIONED AND FUNDED BY THE CARING TEAM

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*The Caring Team will decide to continue, stop or modify each of these*

1. AAA Roadside Assistance
2. PTO Bank
3. Benevolence Fund
4. Corporate Chaplains
5. Resource Library (pamphlets)
6. Awards Banquet
7. Family Picnics
8. Ronald McDonald House
9. Team member Community Volunteering/PTO Match
10. Christian Help Booklets
11. Solid Rock Foundation
12. After Hours Call Donation

## FULL SET OF CARING ACTIVITIES

	PHYSICAL (BODY)	EMOTIONAL (MIND)	SPIRITUAL (SPIRIT)
<b>Team Members</b>	<ul style="list-style-type: none"> <li>• Safety Shoe Program</li> <li>• AAA Roadside Assistance</li> <li>• PTO Bank</li> <li>• Financial Peace U</li> <li>• Benevolence Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Chaplains</li> <li>• Resource Library (Pamphlets)</li> <li>• Financial Peace U</li> <li>• Training &amp; Education</li> <li>• Bday, Anniversary, and Veterans Day Cards</li> <li>• Benevolence Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Chaplains</li> <li>• Resource Library (Pamphlets)</li> </ul>
<b>Families</b>	<ul style="list-style-type: none"> <li>• Financial Peace U</li> <li>• A.B. Scholarship</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Peace U</li> <li>• Awards Banquet</li> <li>• A.B. Scholarship</li> <li>• Family Picnics</li> </ul>	<ul style="list-style-type: none"> <li>• Awards Banquet</li> </ul>
<b>Community</b> <ul style="list-style-type: none"> <li>• Local</li> <li>• National</li> <li>• Global</li> </ul>	<ul style="list-style-type: none"> <li>• RMH</li> <li>• Team member Community Volunteering/PTO Match</li> <li>• Christian Help Booklets</li> <li>• Solid Rock Foundation</li> <li>• Charitable Giving</li> <li>• After Hours Call Donation</li> </ul>	<ul style="list-style-type: none"> <li>• RMH</li> <li>• Team member Community Volunteering /PTO Match</li> <li>• Christian Help Booklets</li> <li>• Solid Rock Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• RMH</li> <li>• Team member Community Volunteering/PTO Match</li> <li>• Christian Help Booklets</li> <li>• Solid Rock Foundation</li> </ul>
Items in black will be owned/decisioned by the Caring Team   Items in blue are owned and managed by the Company			

## CARING ACTIVITIES OWNED BY THE CARING TEAM

	PHYSICAL (BODY)	EMOTIONAL (MIND)	SPIRITUAL (SPIRIT)
<b>Team Members</b>	<ul style="list-style-type: none"> <li>• AAA Roadside Assistance</li> <li>• PTO Bank</li> <li>• Benevolence Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Chaplains</li> <li>• Resource Library (Pamphlets)</li> <li>• Benevolence Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Chaplains</li> <li>• Resource Library (Pamphlets)</li> </ul>
<b>Families</b>		<ul style="list-style-type: none"> <li>• Awards Banquet</li> <li>• Family Picnics</li> </ul>	<ul style="list-style-type: none"> <li>• Awards Banquet</li> </ul>
<b>Community</b> <ul style="list-style-type: none"> <li>• Local</li> <li>• National</li> <li>• Global</li> </ul>	<ul style="list-style-type: none"> <li>• RMH</li> <li>• Team member Community Volunteering/PTO Match</li> <li>• Christian Help Booklets</li> <li>• Solid Rock Foundation</li> <li>• Charitable Giving</li> <li>• After Hours Call Donation</li> </ul>	<ul style="list-style-type: none"> <li>• RMH</li> <li>• Team member Community Volunteering /PTO Match</li> <li>• Christian Help Booklets</li> <li>• Solid Rock Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• RMH</li> <li>• Team member Community Volunteering/PTO Match</li> <li>• Christian Help Booklets</li> <li>• Solid Rock Foundation</li> </ul>

# ACR SUPPLY COMPANY 2019

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total
Cards													
Birthday	4	7	11	7	4	9	6	5	10	14	8	4	89
ACR Anniversary	14	6	9	8	10	6	9	6	3	6	5	2	84
Tenure Awards													
5 Year	0	0	0	0	2	1	0	0	0	1	0	1	5
10 Year	0	0	0	0	0	0	0	0	1	0	0	0	1
15 Year	0	0	0	0	0	0	0	1	0	0	0	0	1
20 Year	0	0	0	0	0	0	0	0	0	0	0	0	0
25 Year	0	0	0	0	0	0	0	0	0	0	0	0	0
30 Year	0	0	0	0	0	0	0	0	0	0	0	0	0
35 Year	0	0	0	0	0	0	0	0	0	0	0	0	0
Bibles & Books													
Anniversary Bibles	1	1	2	1	2	3	2	0	2	1	1	0	16
New Hire Books (3 per Hire)	2	2	0	0	1	0	1	2	0	0	0	0	8
Future Leaders Books	0	0	0	0	0	0	0	0	0	0	0	0	0
Prayer													
Weekly Prayer Email/Spreadsheet	26	31	30	34	41	25	33	33	27	28	22	22	352
Ministry Pamphlets													
Central Services	0	5	0	0	0	0	0	35	0	35	0	0	75
Durham	40	0	5	0	0	0	10	35	0	0	20	0	110
Carborro	0	25	0	0	0	5	0	35	0	0	0	0	65
Burlington	20	0	0	0	0	0	0	35	0	25	0	0	80
Greensboro	0	0	0	0	0	0	35	35	0	0	0	0	70
Raleigh	20	30	15	10	0	0	0	35	0	10	0	0	120
Winston-Salem	0	0	0	0	0	0	0	35	0	0	0	0	35
Greenville	0	0	0	0	25	0	20	35	0	0	0	0	80
Wilmington	0	0	0	0	0	0	55	35	0	0	0	0	90
Future Leaders													
Year 1	9	9	9	9	9	0	0	0	10	10	10	10	85
Year 2	12	0	0	0	0	0	0	0	0	0	0	0	12
Year 3	7	7	7	7	7	7	7	7	7	7	7	7	84
A.B. Scholarship													
Total Reciepients	0	0	0	8	0	0	0	0	0	0	0	0	8
The Story													
Views	47	30	30	29	37	30	23	30	27	41	17	15	356
Unique Visitors	38	24	15	22	25	24	20	28	23	33	12	15	279
Views by Countries	1	1	2	2	2	3	2	2	3	1	2	3	24
Views by Language (all but English)	1	1	1	1	1	1	1	1	3	2	3	1	17
Said Yes to Jesus	0	0	0	0	0	0	0	0	0	0	0	0	0
Special Events													
Family/Fun Days	0	0	0	0	0	0	1	0	0	1	0	1	3
RMH	0	0	0	0	0	0	0	0	0	0	0	4	4
Awards Dinners	150	0	0	0	0	0	0	0	0	0	0	0	150
Counter Days	0	0	0	2	2	2	1	0	3	2	0	8	20

# ACR SUPPLY COMPANY 2019

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total
Corporate Chaplain													
Location Visits	0	0	0	0	1	3	3	5	0	2	5	4	23
Hospital Visits	0	0	0	0	0	0	0	0	0	0	0	0	0
Employee Contacts	0	0	0	0	18	40	27	39	0	17	38	42	221
Incoming ministry contacts	0	0	0	0	0	0	1	2	0	0	1	1	5
Outgoing ministry contacts	0	0	0	0	0	0	3	2	0	0	3	4	12
Specific Care sessions	0	0	0	0	0	0	3	24	0	2	28	9	66
Days employees were lifted up in prayer	31	28	31	30	31	31	31	31	30	31	30	31	366
Funerals and Weddings	0	0	0	0	0	0	0	0	0	0	0	0	0
Employees making faith decisions for Christ	0	0	0	0	0	0	0	0	0	0	0	0	0
Employees making faith commitments	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Peace University													
Attendees	6	6	6	6	0	0	0	5	5	5	5	5	49
Volunteer Hours													
Hours	10	15	17	26	11	0	4	8	53	44	7	0	195
Number of People Impacted	180	105	1308	1500	275	0	12	12	264	500	350	0	4506

# ACR Supply 2019 Customer Satisfaction Survey



PRESENTED BY TJ O'CONNOR, FCG

OCTOBER 24, 2019



FARMINGTON CONSULTING GROUP

## Comparison to Competition Section




70%+ CSI = Competitive Advantage

61-69% CSI = Competitive Strength


60%- CSI = No Competitive Edge




## Comparison to Competition

	ACR 2019 CSI	FCG Client Average CSI	FCG Top 10 Client CSI
Timeliness of Deliveries	<b>73.0%</b>	59.5%	68.2%
Emergency Service	<b>72.2%</b>	59.5%	68.2%
Timeliness of Will Call Service	<b>71.1%</b>	56.6%	65.5%
Invoicing Accuracy	<b>65.9%</b>	54.4%	63.3%
Processing of Credits/Returns	<b>70.2%</b>	54.6%	62.7%
Website/E-Commerce	<b>57.7%</b>	-	-

## Comparison to Competition

	Primary Customers	Secondary Customers	Tertiary Customers
People	<b>93.0%</b>	<b>79.7%</b>	47.2%
Competitive Pricing	51.6%	39.3%	20.0%
Timeliness & Accuracy of Quotes	<b>81.4%</b>	67.4%	34.6%
Order Fill Rate	<b>79.6%</b>	62.4%	40.0%
Breadth of Product Inventory	<b>70.8%</b>	51.1%	28.9%
Order Accuracy	<b>81.4%</b>	<b>70.6%</b>	36.5%

# Comparison to Competition

 ACRO SUPPLY CO.	Primary Customers	Secondary Customers	Tertiary Customers
Timeliness of Deliveries	82.0%	65.1%	39.0%
Emergency Service	82.1%	59.1%	35.7%
Timeliness of Will Call Service	80.9%	62.7%	31.6%
Invoicing Accuracy	74.4%	58.7%	36.7%
Processing of Credits/Returns	79.6%	60.5%	39.0%
Website/E-Commerce	67.1%	50.0%	25.0%



## NO GOSSIP POLICY

In the ACR workplace, gossip is an activity that can drain, distract and demoralize team members' joy and overall job satisfaction. We all have participated in this, yet most of us say we don't like it. In order to create a more professional workplace, we the undersigned, are making a commitment to change our atmosphere to be gossip free.

gossip n. Rumor or talk of a personal, sensational, or intimate nature. A person who habitually spreads intimate or private rumors or facts. Trivial, chatty talk or writing.

You will notice that gossip is a **action/verb** - which means it is something you DO. That also means that is something you choose to do – and you can choose NOT to do it. You enter into gossip by choice – you can opt out of the activity at work. In order to end gossip means to end a particular type of communications – and that can be talk or email communications.

- Gossip always involves a person who is not present.
- Unwelcome and negative gossip involves criticizing another person.
- Gossip is defined as when a negative or a problem is discussed with anyone who can't solve the problem or source the solution to the problem
- Gossip often is about conjecture that can injure another person's character, credibility & reputation.

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The persons signed below agree to the following:

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**In order to have a more professional, gossip free workplace I will:**

1. Not speak *or insinuate* another person's name when that person is not present unless it is to compliment or reference regarding work matters.
2. Refuse to participate when another mentions a person who is not present in a negative light. I will change the subject or tell them that we don't do that here.
3. Choose not to respond to negative email or use email to pass on private or derogatory information about any person in the ACR family.
4. While off the job, I will not speak to another co-worker about other ACR team members in a derogatory light.
5. I will find ways to build others up, do good work, be a professional adult and expect the same from others.

If any ACR team member can not live buy this core value of "no gossip" they can no longer stay a part of the ACR family and will be asked to resign.

**ACR Team Member**

**Troy Meachum – President**

# Syllabus: ACR Future Leaders Program (2018/2019)

Coach: Robert Ferguson, PhD

Topic:	Pre-session Home-work:	Optional Resources:
<b>1. Self-Knowledge &amp; Emotional Intelligence - Sep</b>  This session introduces participants to emotional intelligence and how it relates to management and leadership, and shows the importance of self-knowledge (and how to increase it). <input type="checkbox"/> The four components of Emotional Intelligence <input type="checkbox"/> How can a leader know him/her self and how does this help leadership? <input type="checkbox"/> What are the six leadership styles, and what are their benefits and risks? <input type="checkbox"/> What is your DISC profile, and how can you build on your strengths?	<input type="checkbox"/> Article: <i>Leadership That Gets Results</i> by Daniel Goleman <input type="checkbox"/> Complete the DISC assessment online, or bring your report if you have one already.	<input type="checkbox"/> Book: <i>Enhancing Emotional Intelligence</i> by Robert Ferguson <input type="checkbox"/> CD: Six Leadership Styles" (Chapters 4 & 5 of <i>Primal Leadership</i> by Daniel Goleman)
<b>2. Teamwork &amp; Cooperation - Oct</b>  This session explores and demonstrates how people can effectively cooperate, and how to build a great team. <input type="checkbox"/> Assessing your team for its strengths and possible dysfunctions <input type="checkbox"/> The four stages of team development <input type="checkbox"/> Team decision making <input type="checkbox"/> Engagement: what is it, & why should it be a goal? <input type="checkbox"/> Building a culture of teamwork	<input type="checkbox"/> Article: <i>Eight Ways to Motivate Your People</i> by David Sirota <input type="checkbox"/> John Maxwell CD: <b>Vol 16 #5</b> "The Five Levels of Leadership"	<input type="checkbox"/> Book: <i>The Five Dysfunctions of a Team</i> by Patrick Lencioni
<b>3. Communication &amp; Feedback - Nov</b>  Communication skills and frequent feedback will be taught and practiced as they related to leadership and teamwork. <input type="checkbox"/> Know your communication style <input type="checkbox"/> Building rapport & relationship building <input type="checkbox"/> Listening skills <input type="checkbox"/> Communication channels: phone, email, face-to-face, teams <input type="checkbox"/> Building a culture of communication	<input type="checkbox"/> Article: <i>Why Good Bosses Tune In To Their People</i> by Robert I. Sutton <input type="checkbox"/> <i>10 Communication Secrets of Great Leaders</i> by Mike Myatt <input type="checkbox"/> John Maxwell CD: <b>Vol 16 #6</b> "How to Make Winning a Habit"	<input type="checkbox"/> <i>DK Essential Managers: Effective Communication</i> by James S. O'Rourke
<b>4. Stress Management and Work-Life Balance - Dec</b>  Leaders are often under a lot of stress, and need to know how to cope with it, and have a fulfilling personal life as well. <input type="checkbox"/> What is resilience, and how can you increase it? <input type="checkbox"/> Balancing work and family <input type="checkbox"/> Coping with stress <input type="checkbox"/> Preventing stress <input type="checkbox"/> The proven principles of thriving human relationships	<input type="checkbox"/> <i>Stress Management/ How to Reduce, Prevent, and Cope with Stress</i> (HelpGuide.org) <input type="checkbox"/> <i>What is Resilience?</i> (PsychCentral)	<input type="checkbox"/> Book: <i>Managing Change with Personal Resilience</i> , by Linda Hoops and Mark Kelly
<b>5. Influence - Jan</b>  How can you get others to <u>want</u> to do what you want them to do? This session shows how, and why leaders need to be influencers, not just bosses. <input type="checkbox"/> How can you get others to want to do what they don't really want to do? <input type="checkbox"/> Your influence toolbox <input type="checkbox"/> Which influence tactics work best in your organization?	<input type="checkbox"/> John Maxwell CD: <b>Vol 16 #2</b> "People Do What People See" <input type="checkbox"/> <i>The Influence Questionnaire</i> by Richard Shell (take questionnaire and read explanation)	<input type="checkbox"/> Book: <i>The Art of Woo</i> by Roger Shell

<b>6. Conflict, Part 1 (The Fundamentals) - Feb</b> This session covers the basics of conflict resolution, reviewing from research the methods that are effective in disagreements and tense situations that are a normal part of a professional's careers. <input type="checkbox"/> Five styles of conflict management. <input type="checkbox"/> Understanding & dealing with defensiveness. <input type="checkbox"/> 3 principles of conflict management. <input type="checkbox"/> Sources of conflict (& how to deal with each). <input type="checkbox"/> Working for cooperation & negotiating solutions. <input type="checkbox"/> How to deal with difficult people	<input type="checkbox"/> Book Summary: <i>Crucial Conversations</i> Kerry Patterson by Kerry Patterson	<input type="checkbox"/> Book: <i>Crucial Conversations</i> by Kerry Patterson
<b>7. Conflict, Part 2 (Power &amp; Conflict) - Mar</b> This session addresses those situations when a manager is in conflict with someone who has less power or more power. <input type="checkbox"/> What is power? The ability to <i>force</i> people to do things? The ability to <i>motivate</i> people? <input type="checkbox"/> How do leaders resolve conflict, especially when the disagreement is between two parties of unequal power (such as a manager and a subordinate)? <input type="checkbox"/> How can powerful leaders foster an environment that encourages people to be honest and creative (instead of automatically agreeing with the boss or playing it safe)? <input type="checkbox"/> Learn about <i>Conflict Adaptivity</i> —the ability to sense and apply the right conflict resolution strategy across situations, personalities, and relationships.	<input type="checkbox"/> Article: <i>If You Want Honesty, Break Some Rules</i> by Ginger L. Graham <input type="checkbox"/> Article: <i>Managing Your Boss</i> by John J. Gabarro and John P. Kotter	<input type="checkbox"/> Book Chapter: <i>Chapter 6 of Getting To Yes: What If They Are More Powerful?</i> By Roger Fisher
<b>8. Coaching and Developing Others - Apr</b> In this session, participants learn about and practice coaching, and come to a better understanding of the methods and value of developing others. <input type="checkbox"/> Coaching: a development tool & a leadership style <input type="checkbox"/> Getting the most out of coaching <input type="checkbox"/> Coaching 101: the basics & how to apply them <input type="checkbox"/> Creating an individual development plan for yourself or someone else <input type="checkbox"/> Additional ways to develop others	<input type="checkbox"/> Article: <i>The Manager as Coach</i> by James Waldroop and Timothy Butler <input type="checkbox"/> John Maxwell CD: <b>Vol 16 #7</b> "Effective Ways of Growing People in Organizations"	<input type="checkbox"/> Book: <i>The Leader's Guide to Coaching: Discover &amp; Develop the Strengths of Your People</i> by Robert Ferguson & Mark Kelly
<b>9. Leading and Living with Change - May</b> This session focuses on how leaders can lead change initiatives and work through resistance toward the organization's goals. <input type="checkbox"/> Change initiatives that fail: mistakes leaders make <input type="checkbox"/> The eight-stage process for creating & leading lasting change <input type="checkbox"/> How to empower yourself & other people <input type="checkbox"/> Working through resistance to change	<input type="checkbox"/> Book: <i>Our Iceberg Is Melting</i> by John Kotter	<input type="checkbox"/> Book: <i>Leading Change</i> by John Kotter <input type="checkbox"/> Book: <i>The Heart of Change</i> by Dan S. Cohen, John P. Kotter

# 2019 Future Leaders Mentoring Group

## Year 3

Ladies and Gentlemen,

Based on our discussions, we have decided to move forward with the Future Leaders (Year 3) Mentoring Group for 2019.

I believe this 3rd year format will allow for some quality discussion on our monthly conference call along with an opportunity to cover some awesome leadership material and one of my favorite books of the bible.

I am really excited about this 3<sup>rd</sup> year program and as always I took into account many things including your schedules, family time, workloads and most importantly our need for personal, professional, and spiritual growth.

Here are the requirements and overview of what we have planned:

1. Completion of year 1& 2 of the Future Leaders Program
2. Read and sign the attached covenant. (Sign and return to me before Monday, January 31', 2019 if you desire to participate)
3. Please be on time to every conference call/session.
4. Complete assigned materials each month before our call.
5. Our conference call sessions will be the 4<sup>th</sup> Thursday of each month at 4:00pm starting in February. This will be a fairly structured session, which will include the following...
  - a. I will send out calendar invites with the time, date and dial in info.
  - b. We will open in a time of prayer.
  - c. Please have a written "net-out" each month which is nothing more than a 2-3 minute overview of what you got out of that month's material. This is not a critique but more of a "take the meat and leave the bone" overview.
  - d. Please share on the call one specific thing they are going to do as a result of covering this material
  - e. Close in prayer



*Our mission is to honor God by showing His love and mercy to the ACR Family and our community through caring in everyday life.*

# BURKINA FASO UPDATE

The work on the orphanage is progressing! Pastor Felix (Director of the orphanage) and his wife moved in mid May. They are so pleased and thankful.

The first 615 feet of the wall is nearly completed. Construction has begun on the foundation for the rest of the wall and the boutiques (small shops in wall on road). These sections total around 1200 feet, the rest of the perimeter.





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**Faith &  
Innovation**

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