



HOW HONEST DISCOVERY LED TO A BLIND DEPLOYMENT AND A 17% PRODUCTIVITY GAIN

BACKGROUND

A private equity-backed industrial manufacturer engaged POWERS to assess performance at one of its core facilities. Leadership believed there was an additional 10% of output available and wanted to validate the opportunity before moving forward with broader operational improvements.

The expectation was clear, and the opportunity seemed straightforward, but the conclusion was not.

After a thorough assessment of systems, processes, and financial performance, the POWERS team determined that the additional capacity leadership expected at that facility did not exist. The operation was performing near its current constraints. That message was not what leadership expected to hear, but it was accurate.

Rather than pushing forward with a predefined solution, the POWERS team delivered a clear, fact-based assessment, which ultimately shaped the trajectory of the entire engagement.

TRUST CHANGED THE SCOPE

Following the assessment, the executive team made an unexpected decision.

Instead of beginning at the originally assessed facility, POWERS was asked to deploy directly into another facility without conducting a formal discovery. There was no diagnostic runway, no time to build relationships, and no opportunity to validate assumptions in advance. The mandate was simple: install a Management Operating System quickly and deliver results.

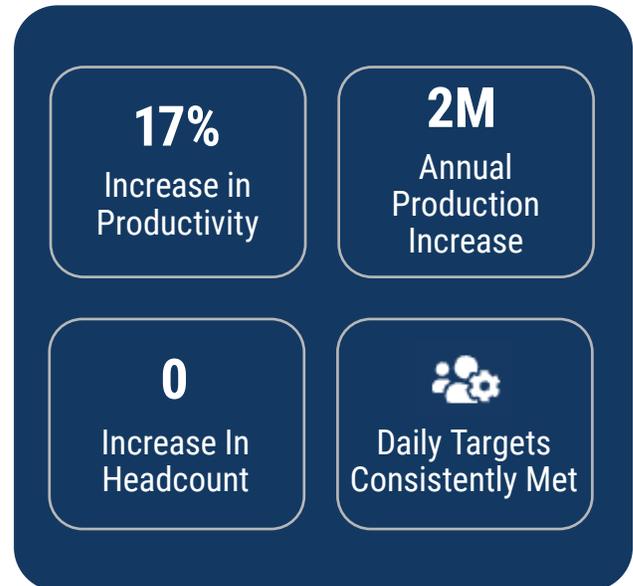
This shifted the engagement from a structured rollout to an execution challenge under real operating pressure.

WHAT POWERS WALKED INTO

At the new facility, the conditions were familiar but unstructured. Operations were highly reactive, and production priorities shifted throughout the day. “Hot” orders disrupted schedules, making it difficult to distinguish what truly mattered, while leaders lacked consistent visibility into performance and could not reliably answer where production stood at any given point.

Daily management routines were inconsistent, escalation was informal, and problem-solving was often delayed or handled differently from shift to shift.

RESULTS



WHAT POWERS WALKED INTO (CONT.)

These conditions are common in fast-growing manufacturing environments, particularly those expanding under private equity ownership. Growth had outpaced the systems and leadership routines required to manage it, and as a result, capacity existed within the operation but was not consistently or repeatably accessible.

IDENTIFYING THE CONSTRAINT

The initial assumption was that performance limitations were tied to equipment, demand variability, or labor constraints, but this was not the case.

The constraint was the lack of a real-time performance management system, combined with inconsistent leadership routines on the shop floor. Without clear visibility, structured escalation, and disciplined follow-up, small disruptions accumulated throughout the day. Performance drifted, not because the operation lacked capability, but because it lacked control.

Until that changed, additional capacity would remain hidden.



INSTALLING THE SYSTEM UNDER PRESSURE

With limited time and no formal discovery phase, the POWERS team focused on rapidly establishing the core elements of a Management Operating System that could be applied immediately in daily operations.

Visual management was introduced to track hour-by-hour performance and make gaps visible as they occurred, while leader standard work was defined and reinforced to ensure frontline supervisors consistently manage performance rather than reacting to it after the fact. Escalation protocols were formalized, linking deviations directly to structured problem-solving and corrective action.

At the same time, an operating rhythm was established across production, maintenance, and planning, improving alignment and reducing unnecessary disruption. Rather than introducing complexity, the focus was on clarity. Leaders needed to consistently understand the plan, where performance stood against it, and what needed to happen next, and those answers became visible in real time.

WHAT CHANGED

As visibility improved and leadership routines stabilized, the operation began to behave differently. Supervisors managed performance in the moment rather than reconstructing it at the end of the shift, escalation occurred earlier, and problems were addressed before they spread. Priorities became clearer, and execution became more consistent across shifts.

The system did not change the work itself; it changed how the work was managed, and that distinction is what unlocked performance.

RESULTS THAT REFLECTED THE SYSTEM

Within the initial engagement period, the facility achieved a 17% increase in productivity on the targeted operation. This improvement was not driven by additional labor or capital investment, but by stabilizing execution and making performance visible and actionable throughout the day.

The impact was tangible. The 17% productivity gain translated into approximately 38,000 additional pounds per week, or more than 2 million pounds annually, without increasing headcount. Just as important, the operation sustained its performance, with daily targets consistently met and leadership teams equipped with the tools and routines to maintain control.

FROM ONE FACILITY TO THE NEXT

The outcome extended beyond the initial results. The deployment's success, combined with the trust established during the initial assessment, led the executive team to expand the engagement.

POWERS was asked to bring the same approach back to the originally assessed facility and continue building the operating system across the organization, turning what began as a validation exercise into a broader operational partnership.

THE LEADERSHIP TAKEAWAY

Performance does not scale because a system exists; it scales because the system holds under pressure, across facilities, and through different leadership teams.

In this case, the most important result was not the productivity gain, but proving that disciplined execution could be established quickly, sustained in real conditions, and transferred across the organization.

FRONTLINE IMPACT

This MOS deployment demonstrates how disciplined daily management can stabilize execution and unlock significant efficiency gains in complex manufacturing environments.

By aligning leadership behaviors, clarifying escalation, and embedding visual performance management at the frontline, the site achieved measurable financial impact, improved operational stability, and a sustainable foundation for ongoing performance improvement.

ABOUT POWERS

POWERS helps manufacturers move from underperformance to stability, from stability to sustained high performance, and from high performance to scalable operational excellence.

As organizations grow across facilities and operating environments, maintaining consistent performance becomes more complex. Different leadership routines, operating practices, and production conditions must ultimately align under a shared system if results are expected to hold.

DPS, our proprietary digital production system, supports this work by providing real-time operational visibility that aligns leaders at every level around consistent performance signals and priorities.

For organizations focused on scaling performance, POWERS helps ensure the systems, leadership behaviors, and operational discipline required to sustain results remain in place as operations grow.