



## Operations Leadership On-Demand Manufacturing, Construction

### Company Profile

- Manufacturing, Construction
- \$30 million
- Family owned

### Position/Timeframe

- Interim COO
- 4 days/week, 6 months

### Situation

- Quality issues
- Father wants to retire and did not have a viable succession plan in place
- Not sure whether to keep family member in place as COO or replace

### Implementation

- Implemented SOP for quality improvement
- Set specific goals and objectives for current COO with accountability system
- Upgraded reporting system for engineering and programming
- Reorganized engineering into multi-shifts
- Managed and improved engineering department
- Assessed and hired replacement COO
- Bridged transition of leadership
- Established plan for succession
- Coached family member and placed in new position to maximize value

### Results

- Improved lead time by 60%
- Customer returns reduced by 75%
- Involuntary employee turnover in plant reduced by 75%

