



MAHAR & COMPANY

INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 6: September 2026
Operational Optimization



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- ✓ Christy's Corner
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TIP OF THE MONTH

*"Optimization isn't about doing more —
it's about removing
what gets in the way."*

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OUR MISSION: THE LEADERSHIP THREAD

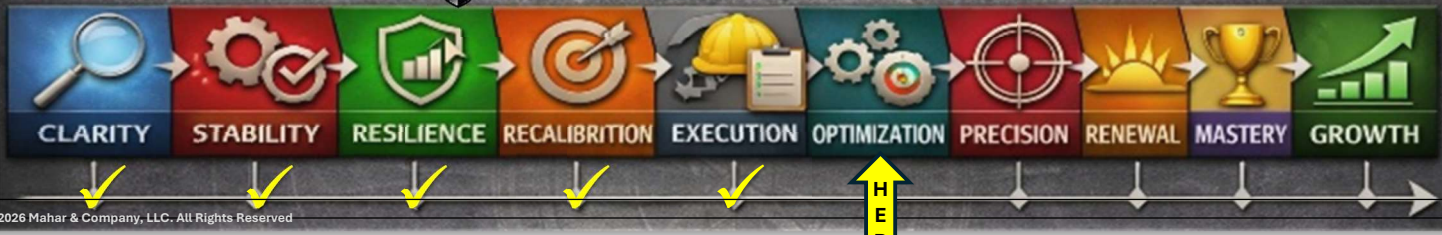
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The Leadership Thread



The Leadership Thread is our **year-long progression** through ten pillars of operational excellence — from **Clarity** to **Growth**.

Each month builds on the last, equipping leaders with the discipline, visibility, and foresight to perform under pressure. The **chart above** shows our **progression** — where we've been, where we stand today, and where we're headed next on the Leadership Thread.

Whether you're joining us now or have been with us since April, you're part of a **deliberate journey** toward stronger, more resilient leadership.

If you're just starting, that's perfectly fine — you can **catch up** by viewing our previous months' newsletters posted at www.maharcompany.com/newsletter.

Good luck on the journey. May you gain insight, sharpen your leadership, and GROW alongside the rest of us.

The Path to Operational Excellence is Built one Month at a Time.

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EDITORIAL FROM CHRISTY

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Welcome from Our Founder - September Edition

Mahar & Company is honored to continue this journey with you — a journey of disciplined improvement, intentional leadership, and operational maturity. Each month, we've built upon the last, strengthening the systems that support sustained performance.

September is where leaders stop adjusting and start optimizing.

Last month, we focused on execution turning clarity into action, stability into consistency, & recalibration into results. Now the question evolves:

How do we make what's working work even better?

Optimization is not about overhaul. It's about refinement — the deliberate removal of friction, inefficiency, and noise. September is the month where leaders transform good systems into great ones, strong habits into high-performance rhythms, and consistent execution into scalable momentum. The organizations that accelerate into Q4 are the ones that optimize early, intentionally, and relentlessly. This month, ***I challenge every leader to do 3 things:***

1. **Refine your systems.** Look at every workflow, handoff, and process. Where is there drag? Where is there friction? Where can one step become half a step? Optimization is the art of subtraction — **removing what slows you down.**
2. **Strengthen cross-team alignment.** Efficiency is not created in isolation. It's created in coordination. Ensure expectations are shared, communication is clean, and priorities are synchronized. Alignment eliminates rework — and rework is the enemy of optimization.
3. **Maximize efficiency without sacrificing quality.** Optimization is not about cutting corners. It's about tightening them. Leaders must model how to work smarter, cleaner, and more intentionally. Show your team what disciplined refinement looks like.

September is not about doing things faster. **It's about doing things better** — with clarity, precision, and operational excellence. This is the month to tune the engine before Q4 demands full acceleration.

Let's refine. Let's elevate.

Let's Get to Work & Optimize!

Christy

Optimization...Makes Momentum Sustainable.

Mahar & Company works alongside industrial leaders to build the systems, strategies, and resilience that perform when it counts.....

Let's build your Plan TOGETHER.

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SEPTEMBER INDUSTRY TRENDS

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1. DEMAND & END MARKETS

Broad-based demand improvement continues with strength in key end markets.



2. INVENTORY & SUPPLY

Inventories remain balanced as supply conditions improve and normalization continues.



3. PRICING & COSTS

Cost pressures persist in select areas; pricing remains disciplined and steady.



4. WORKFORCE & LABOR

Labor market stabilizing with gradual improvement in availability and retention.



5. TECHNOLOGY & LOGISTICS

Technology adoption accelerating; logistics performance improving with ongoing investments.



6. OUTLOOK

Outlook remains cautiously optimistic as fundamentals improve into year-end.



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OPTIMIZATION IN MOTION

THE INDUSTRY AT A TURNING POINT

Author: Christy Mahar, September 2026

As autumn approaches, the industrial landscape is shifting from expansion to refinement. After months of rapid growth and recalibration, **September marks a season of optimization**—a time when organizations across sectors are tightening systems, aligning resources, and sharpening their focus on efficiency.

Across manufacturing, logistics, and technology, **the data tells a consistent story:**



**September trends reflect a maturing cycle —
one where success depends not on speed, but on precision.**



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The Organizational Thread: Optimization

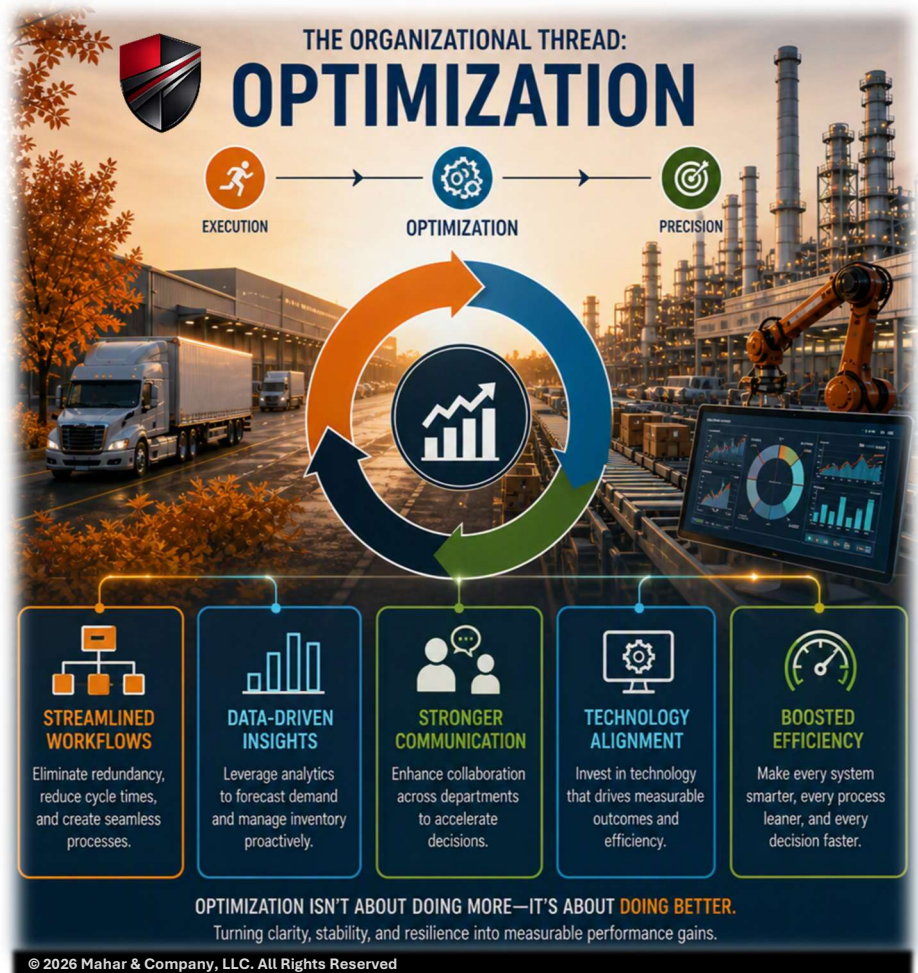
Within your operational excellence framework, **September represents Optimization**, the sixth stage in your year-long journey toward mastery. It follows Execution (August) and precedes Precision (October), forming the bridge between action and accuracy.

Optimization is about making every system smarter, every process leaner, and every decision faster. It's the moment when clarity, stability, and resilience—cultivated earlier in the year—converge into measurable performance gains.

Your team's focus this month centers on:

- ✂ **Streamlining workflows** to eliminate redundancy and reduce cycle times.
- ✂ **Leveraging analytics** to forecast demand and manage inventory proactively.
- ✂ **Enhancing communication** between departments to accelerate decision-making.
- ✂ **Aligning technology investments** with tangible outcomes and ROI.

Optimization isn't just about doing more—it's about doing better.





FEATURE ARTICLE.....continued

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The broader market mirrors your internal evolution. Supply chains are becoming more predictive, driven by AI and data integration. Companies are investing in automation not for novelty, but for consistency—to ensure that every link in the chain performs at its best.

In manufacturing, predictive maintenance and digital twins are reducing downtime. In logistics, route optimization and real-time tracking are cutting costs and emissions. In workforce management, flexible scheduling and cross-training are improving retention and productivity.

These trends echo your September focus: refinement through insight. The industry is learning that resilience isn't static—it's built through continuous optimization.

Industry Trends in Context – Refinement Through Insight

Predictive supply chains, automation for consistency, and human adaptability driving continuous optimization.

Predictive Systems
AI and data integration make supply chains smarter.

Automation for Consistency
Digital twins and robotics reduce downtime.

Logistics Efficiency
Route optimization and real-time tracking cut costs.

Human Adaptability
Teams recalibrate, learn, and improve.

Optimization isn't static –
it's built through continuous improvement and human ingenuity.

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The Human Element

Optimization also **extends to people**. As systems evolve, so must the teams that operate them. September is a time to celebrate adaptability—the ability to:

- ✓ Recalibrate
- ✓ Learn
- ✓ Improve

Your workforce embodies this principle, turning lessons from earlier months into disciplined execution.

By investing in training, communication, and recognition, you're not just optimizing processes—**you're optimizing potential.**

Closing Thought: Optimization is the quiet power behind progress. It's the discipline that transforms effort into excellence. As September unfolds, your organization stands aligned with the industry's most vital trend—refining what works, improving what doesn't, and preparing for the precision that defines true mastery.



COMMUNITY IMPACT

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Community Impact *Alzheimer's Awareness*

Honoring Janet Mahar

This month, we extend our focus on Optimization beyond operations and into the heart of our community. We honor Janet Mahar, whose vibrant spirit and unwavering love continue to inspire us. Janet passed away last October after her courageous battle with Alzheimer's disease, and her legacy guides our commitment to awareness, compassion, and meaningful action.

Walking for Janet — October 3rd

On October 3rd, our family will join the Walk to End Alzheimer's in Janet's memory. Each step reflects her strength, her joy, and the countless families navigating the challenges of Alzheimer's with resilience and hope.

Purpose in Action

Alzheimer's affects millions worldwide. Supporting awareness and research helps optimize not only systems, but lives — bringing care, connection, and progress to those who need it most.

How You Can Support

Your presence, your voice, or your contribution can make a difference. Visit our fundraiser page to walk beside us in spirit or support the cause in Janet's honor:

act.alz.org/site/janetmahar

Our Commitment

We believe community impact is an extension of organizational excellence. When we uplift others, we strengthen the foundation of everything we build.

*Optimizing hope through
unity and remembrance.*



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CHRISTY'S CORNER

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Leadership & Execution

Operational Optimization: Precision in Motion

Every September, performance takes on a sharper edge. The year's momentum is built, but refinement defines the finish. Optimization isn't about doing more — it's about doing better. It's the art of aligning systems, people, and priorities so every action compounds toward excellence.

Precision is the quiet power behind progress.

It's found in the calibration of a valve, the clarity of a schedule, the discipline of a team that knows its purpose. When leaders optimize, they don't chase perfection — they engineer consistency.

This month, focus on the details that drive reliability. Tighten your processes.

Strengthen your communication. Reinforce your standards. Because operational excellence isn't a sprint — it's sustained precision in motion.

Optimize. Refine. Sustain Momentum.

Christy Mahar

Operational Excellence starts with Precision Optimization

INSIGHTS FOR TERMINALS, PLANTS, & O&M LEADERS



LOOKING BACK, LOOKING AHEAD

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THE THREADS THAT CONNECT IT ALL

Operational excellence is the golden thread that weaves clarity, stability, and resilience into lasting growth.

HERE



We're on a journey of continuous refinement—each month sharpening our systems, deepening our discipline, and advancing toward mastery.

WHERE WE'VE BEEN

APRIL TO SEPTEMBER LEADERSHIP TIMELINE



APRIL – ISSUE 1: CLARITY

Establish expectations. Set accountability. Build the foundation leaders can actually stand on.

MAY – ISSUE 2: STABILITY BEFORE VOLATILITY

Shift into operational control. Tighten systems. Remove drift before it becomes drag.

JUNE – ISSUE 3: OPERATIONAL RESILIENCE BEFORE PEAK SEASON

Test systems before Q3 tests you. Strengthen the core so performance holds under pressure.

JULY – ISSUE 4: RECALIBRATION, MID-YEAR RESET

Mid-year is the moment leaders decide the outcome of the second half. Recalibration isn't optional – it's decisive.

AUGUST – ISSUE 5: EXECUTION IN MOTION

Turn recalibration into action. Covert systems into habits. Drive consistency that compounds through Q3 & Q4

SEPTEMBER – ISSUE 6: OPTIMIZATION

Refine systems. Eliminate friction. Maximize efficiency and prepare for sustained growth into Q4.

WHERE WE'RE GOING

OCTOBER – POSITIONED FOR WHAT'S NEXT



OCTOBER – ISSUE 7: PRECISION

Refine systems. Eliminate friction. Maximize efficiency and prepare for sustained growth into Q4.



Mahar
& COMPANY LLC

EXECUTE. ALIGN. ACCELERATE MOMENTUM.

We partner with terminals, plants, and O&M leaders to turn strategy into results. Through leadership, execution, and a people-first mindset, we help organizations build operational excellence that lasts.

ABOUT MAHAR & COMPANY LLC



We partner with terminals, plants, and O&M leaders to turn strategy into results.



We strengthen leadership, optimize operations, and build high-performing teams.



We drive measurable performance improvements that sustain over time.



We believe people, process, and mindset must move forward together.

Let's Keep Building Momentum—Together.



Visit maharcompany.com to explore our services, leadership resources, and ways we can help your organization excel.



OPERATIONAL EXCELLENCE STARTS WITH LEADERSHIP EXECUTION

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