FLOW PATH

PRECISION. DIRECTION. IMPACT.

Looking Beyond Capacity to the Capability That Sustains Performance

CAPACITY IS NOT CAPABILITY

A FLOW PATH WHITE PAPER

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Capacity Is Not Capability

Capacity establishes the potential to perform work. Capability determines whether the organization can repeatedly and sustainably deliver the required outcome.

Modern engine MRO organizations make substantial investments in facilities, equipment, tooling, people, training, approvals and production capacity. Those investments matter. But capacity and capability do not necessarily develop at the same rate.

A facility can have space, installed equipment, qualified people, approved repairs and acceptable operating metrics while the technical judgment, experience, integration and resilience required to convert those resources into sustainable engine output are moving in a different direction.

The Capacity Conversation

Capacity planning answers important questions: How many engines can the facility physically accommodate? How much equipment is installed? How many labor hours are available? How many repairs are approved? These are necessary questions - but they do not independently establish repeatable operational capability.

Capability lives below the dashboard.

The question is not only whether resources exist. It is whether the capability underneath them can repeatedly produce the required outcome.

Qualification, Judgment and Sustainable Capability

Qualification establishes authorization. It does not establish equivalent capability.

A skills matrix can show who is trained or qualified. It cannot, by itself, establish whether difficult technical judgment is distributed, current and sustainable. Two people may hold the same qualification while possessing very different depth of experience, pattern recognition and recovery judgment.

Succession Planning Is Not the Same Question

Succession planning asks who replaces the person. Capability asks what capability is required, where it resides, whether it can be demonstrated, and whether the required outcome can continue when operating conditions change.

Direction Matters

Current performance and future capability direction are not the same thing. An operation can be performing today while the conditions supporting that performance are weakening through retirement, turnover, declining task currency, outsourcing, concentration of judgment or rapid expansion.

A green dashboard and a negative capability direction are not contradictory.

One describes current operating results. The other may describe changing conditions underneath those results.

When More Capacity Magnifies the Constraint

Increasing throughput does not automatically create capability. In some conditions, it can expose or magnify a weakness that was manageable at a lower operating level.

Capacity Amplification Risk

> **The possibility that increasing throughput exposes or magnifies a capability constraint that was manageable at a lower operating level.**

Examples may include concentrated inspection judgment, a small number of technicians capable of abnormal test troubleshooting, a critical repair with insufficient internal coverage, specialized tooling with limited alternatives, or an external process whose recovery time exceeds the operation's available buffer.

People Are Necessary - But Not Sufficient

Experienced individuals can accelerate capability development, but a collection of capable individuals does not automatically constitute organizational or system capability. Capability must be transferred, integrated and sustained across the complete operating chain.

INDIVIDUAL	ORGANIZATIONAL	SYSTEM
Can the person execute?	Can the organization repeat it?	Can the complete chain sustain it?

INDIVIDUAL CAPABILITY ≠ ORGANIZATIONAL CAPABILITY ≠ SYSTEM CAPABILITY

Capability Can Move Without Disappearing

Not every reduction in a historical capability represents degradation. Capability may be deliberately transferred to another person, process, technology, supplier or system and remain repeatable, recoverable and sustainable.

The key question is simple:

Did the capability disappear - or did it move?

The Executive Conversation

- What capability must exist to convert added capacity into sustainable output?
- Where does the judgment required to recover abnormal conditions reside?
- How much actual repair demand can be executed within the required turnaround time?
- What evidence tells us the capability supporting today's KPIs is strengthening rather than deteriorating?

The Flow Path Capability Vector™

Flow Path Capability Vector™ examines whether the capability required for the operating outcome can be demonstrated today - and whether the conditions supporting that capability are strengthening or deteriorating.

If our capacity is increasing and our KPIs are green, what evidence do we have that the capability underneath them is actually strengthening?



FLOW PATH CAPABILITY VECTOR™

Mapping Competence, Authority & Organizational Risk

Capacity establishes potential.
Capability sustains performance.

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