ILLUSTRATIVE MANUFACTURING SHOP

What looks like a production problem may be a foundation problem.

Public preview · Fictional data · Demonstrates the deliverable, not the full diagnostic method

Executive snapshot

The shop reports late work, shifting priorities, material problems, time lost searching for tools, and leaders pulled into routine production questions. The strongest concern is not one isolated bottleneck. Several symptoms point to weak foundational control: unclear ownership, inconsistent decision boundaries, workplace conditions that rely on memory, and problems that are solved verbally but not consistently learned from.

WHAT APPEARS HEALTHY

- People raise problems instead of hiding them.
- Leaders are responsive and close to the work.
- Basic schedule, production, and job-cost information exists.

WHAT APPEARS WEAK

- Routine decisions frequently move upward.
- Workplace standards and resource locations are inconsistent.
- Problem-solving knowledge is mostly verbal and temporary.

WHAT DESERVES ATTENTION FIRST

Strengthen one production area where ownership, workplace readiness, decision clarity, and flow problems intersect.

Build the foundation before adding more complexity.

WHAT SHOULD WAIT

- Shop-wide scheduling redesign.
- New planning software or automation.
- Detailed COGS or profitability work before the operating foundation is clearer.

Recommended starting direction

Begin in one clearly defined production area and strengthen ownership, decision boundaries, workplace control, and local problem visibility before pursuing broader scheduling, automation, or cost initiatives.

REPRESENTATIVE FINDING

Routine decisions are traveling farther up the organization than they need to.

This example shows the level of reasoning a client sees. The questions, scoring, and evidence thresholds remain private.

SYMPTOM	OBSERVATION	EVIDENCE	FOUNDATION CONCERN	PRIORITY
Supervisors are constantly interrupted.	Operators pause for routine direction.	People describe decision authority differently.	Ownership and decision boundaries are unclear.	Strengthen one area before adding systems.

Why it matters

When ordinary decisions repeatedly move upward, workers wait and leaders become interruption-driven. The issue is not that people need unlimited freedom. The issue is that the operating system does not make responsibility, decision scope, and escalation clear enough.

What this does not prove

- That decision scope causes every delay.
- That a formal root cause has been proven.
- That a financial return can already be calculated.

Recommended direction

Start small in one defined area. Clarify who owns the work, what people may decide, what needs leadership support, and how problems are communicated. Then test whether the area becomes easier to run and improve.

The full Audit is built around your shop. This preview shows the kind of clarity True North delivers, not the complete diagnostic method.