

# **Problems Seniors Fixes in the First 90 Days**

Operational constraints we typically identify and begin removing immediately.

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## Introduction

Most manufacturing performance problems are not mysteries. They are patterns. After decades inside plants, supply chains, and operations organizations, we know where value typically gets trapped and where execution usually breaks down.

Within the first 90 days, we typically identify and begin fixing the issues below. Throughput constraints nobody "owns":

- Bottlenecks everyone knows about, but nobody manages
- Hidden constraints created by scheduling habits
- Changeover practices quietly killing capacity
- Quality loops slowing flow
- Maintenance practices creating variability instead of stability

Not through theory. Through implementation.

Often millions in capacity already exists—it's just buried inside daily practices. Planning that doesn't survive contact with reality. Common early findings:

- Production plans that can't be executed
- Forecasts disconnected from plant capability
- Weekly plans constantly rewritten
- Firefighting disguised as scheduling
- No clear freeze zones or planning discipline

We restore planning credibility by reconnecting:

**Demand → Supply → Execution → Accountability.**

**Within the first few weeks we often uncover:**

- Safety stock masking flow issues
- Excess WIP hiding bottlenecks
- Obsolete inventory nobody wants to address
- Buyers expediting because systems aren't trusted
- Inventory rising while service declines

The issue usually isn't inventory policy. It's operational flow and execution discipline. Daily management operating systems (MOS) that became rituals instead of tools.

Many plants have:

- Tier meetings that exchange information but don't drive action
- KPIs reviewed but not owned
- Problems discussed repeatedly but not resolved
- Escalation paths that don't function
- Visual management that nobody uses to manage.

We typically help restore:

- Clear accountability
- Fast problem escalation
- Fact-based decision rhythms
- Real ownership of results

This alone often unlocks significant performance improvement.

**Good People Working Around Broken Processes. We frequently see:**

- Workarounds instead of fixes.
- Tribal knowledge replacing standards.
- Supervisors acting as expeditors.
- Engineering constantly reacting instead of improving.
- Operators compensating for system weaknesses

These environments don't need better people. They need processes that allow good people to succeed consistently.

**Common improvement Initiatives that started strong but stalled.**

- Lean programs that became tool exercises.
- CI boards full of old projects
- Kaizen activity without measurable impact
- Transformation programs that lost momentum
- Initiative fatigue across the organization

We help organizations refocus on fewer, higher-impact improvements tied directly to operational and financial results.

**Leadership Visibility Gaps Within the first 90 days we often clarify:**

- Where leadership assumptions don't match reality.
- Where metrics hide operational truth.
- Where functional silos slow execution.
- Where accountability diffuses across layers.
- Where priorities conflict.

Clarity alone often changes leadership behavior quickly.

**Unlocking increased capacity becomes available without capital investment.**

One of the most common early wins is clearly identifying capacity that already exists through:

- Constraint management
- Better sequencing
- Changeover reduction
- Flow improvements.
- Removal of self-inflicted complexity.

## The First 90 Days Is About Traction.

Our early focus is always the same:

- Establish operational truth
- Identify highest-impact constraints
- Align leadership on priorities
- Begin implementation quickly and deliver visible early wins that build internal momentum.

Progress builds credibility. What clients usually notice within the first 90 days:

- Fewer surprises.
- Clearer priorities.
- Faster decisions.
- Less firefighting.
- Better cross-functional alignment.
- Early measurable gains.
- Confidence starts returning because the operation becomes more predictable.

## What We Don't Do in the First 90 Days.

We don't:

- Launch massive transformation programs overwhelm teams with tools.
- Replace internal ownership.
- Create dependency.
- Chase theoretical perfection.
- We focus on practical changes that improve performance quickly and build internal capability.

## The Pattern Behind the Pattern.

Most operational problems come back to a few root causes: misaligned priorities, broken execution discipline, lack of constraint focus, diffused accountability, complexity accumulation. Fix those, and performance usually follows.

A Simple Test If you walked your plant today and asked: Where are we really losing throughput? Which problems never seem to get solved? Where are we carrying complexity that we don't need? What would we fix if we had the bandwidth?

And the answers aren't clear or actionable; it's probably time for outside implementation support.

## Our Goal in the First 90 Days?

Momentum.

Not presentations.

Progress.

Not recommendations.

Results your team can build on.