

The shop floor, running to a rule

A sixty-person contract machine shop ran on the memory of four senior people. The schedule was renegotiated every morning, quotes took nine days, and the same setup was performed three different ways depending on who ran it. The shop now works its process through the Operator, one expert inside a nine-expert AI Brain, which holds one documented way to do each recurring job.

96% ON-TIME DELIVERY Up from 71% across two quarters	2 days QUOTE TURNAROUND Down from nine, on higher quote volume	47 PROCEDURES WRITTEN One documented way per recurring job	1 SCHEDULING RULE Replaced the daily morning negotiation
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WHAT THE OPERATOR DOES

- Writes the one right way.** Each recurring job gets a single documented procedure, so what comes off the floor does not depend on who is on shift.
- Schedules by rule, not by complaint.** One priority rule sets the sequence, and an exception has to be justified in writing.
- Finds the constraint first.** Before any change is proposed it names the step actually limiting throughput.
- Makes the handoff explicit.** Every step states what it takes in, what it puts out, and who owns it.
- Keeps the record current.** Procedures are versioned as the floor changes, so the written way stays the real way.

HOW A JOB MOVES

- The job arrives in plain English**
A print, an email or a phone note
- The Operator routes it**
Against the shop's own capacity
- The procedure is named, not recalled**
One documented way per operation
- The Contrarian challenges the plan**
The critic seat reviews before delivery
- You approve, then it releases**
Approval is required by rule

THE ADVISORY BOARD, AND THE OPERATOR'S TOOLKIT

Nine specialists operating from one shared business context. Eight produce work; the ninth challenges it. The Operator holds the operations seat.



THE OPERATOR'S TOOLKIT

The shop's own procedures · Capacity model · The priority rule · Constraint map · The job record