Seven systemic interrupts

Cross-program patterns where a single fix accelerates the whole portfolio · from 42 recorded meetings + milestone cause-of-change logs

#	Systemic interrupt	Evidence across the portfolio	The one fix
1	**One tooling item is throttling two programs**	A single supplier tooling item is the named critical-path driver in six meetings across Programs B and C, and drives Program B's 100k-unit sample slip by a quarter. Managed program-by-program; no cross-program owner, no cost-of-delay case.	**Put it on the escalation log with a cost-of-delay case and one cross-program owner.**
2	**Escalation stalls at the supplier boundary**	PMs act at Freedom Levels 1-2 inside the company; at suppliers they drop to Level 3 and stay: an expedite open "for the past two weeks", a yield lead personally flying to the supplier. Internal face: decisions parked on absent decision-makers. A ~$9M/day cost-of-delay model is never cited in any refresh.	**Route supplier blockers older than two weeks to the product-boss forum automatically.**
3	**The pull-in mindset lives in one program**	Program A: 7 pull-in proposals in 31 minutes, gaps decomposed honestly. Program C: zero pull-ins in 50 minutes, padding framed twice as prudence. The refresh mechanics transferred without the assume-acceleration mindset.	**Require one modeled pull-in scenario as a standing agenda line in every refresh.**
4	**The facilitation gap repeats at every review tier**	Leadership reflection session: presenters reverting to slide decks, unable to answer from the live schedule, not leading with critical path - the refresh-tier gaps resurfacing at the executive review tier.	**Run every review tier from the live schedule, critical path first; countermeasures already moving.**
5	**Shared resources allocated bilaterally, no portfolio arbitration**	Wafers, fab slots, supplier queues and key specialists split ad hoc in single-program meetings: wafer lots split between suppliers on the fly; one fab "going to get eaten up by other products"; two programs coordinating shared wafers bilaterally; one program's wafers sought for another. "One person, ten responsibilities" is the same interrupt at the org level.	**Stand up a weekly portfolio view of shared-resource allocation.**
6	**Administrative latency sits on the critical path, unexpedited**	Export approval delayed - approver out of office; a tooling PO that would "sit for like a month"; test hardware in customs with no ETA; build requests queued behind travel. Individually trivial, collectively a recurring critical-path tax.	**Create a standing fast lane for admin items on any critical path.**
7	**Silent moves make the written record unexplainable**	One program leaves 94% of milestone moves uncaused, including four of 90+ days; another logs all but one in 28. A formal supplier 8D appears only in the written log - never in a meeting. Portfolio log: 134 slips vs 59 pull-ins.	**Require a cause on every move; mine the log weekly - the Project Notebook is the natural home.**

Source: 42 recorded meetings over 20 weeks (1,293 min) across a four-program semiconductor NPI portfolio ·