

Master Failure List (Expanded Detail)

Status: Private working draft
Date: 2026-04-25

How to read this document

Each failure includes:

1. **What happened** (observable reality)
2. **Where it stemmed from** (origin/root)
3. **How it propagated** (why it became bigger)
4. **Examples observed**
5. **Business impact**

1) Wrong role architecture in field leadership (Doer vs Manager)

What happened

Field leadership often acted as high-effort doers rather than true site managers directing workflow, sequencing, and subcontractor accountability.

Where it stemmed from

Role design and staffing decisions placed people with strong work ethic but insufficient production-management capability into command positions.

How it propagated

Without command-level management, subs controlled pace and sequence by default. This created reactive execution, constant firefighting, and weak accountability loops.

Examples observed

- Ryan/Weyl period: high effort, low directional control over subs.
- Repeated "rescue" patterns instead of planned control.

Business impact

- Schedule instability
- Inconsistent quality
- Executive intervention required to restore momentum

2) Third-party GC model reduced ownership urgency and focus

What happened

Bringing in third-party GC support did not create reliable control. In some phases, urgency and ownership weakened, and attention was split across their other jobs.

Where it stemmed from

Control authority sat outside owner-direct chain, with no guaranteed single-project focus and no strong internal enforcement layer behind GC execution.

How it propagated

When problems emerged, accountability diffused between owner side and GC side, slowing correction and allowing issues to linger.

Examples observed

- NWA crew stronger than LR crew, but third-party structure still caused delay/coordination drag.
- Farco role transitions and inconsistent follow-through.

Business impact

- Delayed decisions and execution
- Rework and duplicated effort
- Reduced confidence in delegated control

3) Cross-project resource cannibalization (NWA rescuing LR)

What happened

NWA capacity was repeatedly diverted to stabilize Little Rock performance failures.

Where it stemmed from

Inadequate local supervisory strength in LR and lack of hard boundary policy preventing resource drain from better-performing jobsite.

How it propagated

Every rescue trip interrupted NWA sequencing, reset local momentum, and created rolling delays in both projects.

Examples observed

- Multiple LR supervisor failures
- NWA team repeatedly pulled off core scope

Business impact

- Double-project drag
- Lost production rhythm
- Preventable timeline extension

4) Site plan change churn overwhelmed entitlement cycle**What happened**

Rogers site plan was changed repeatedly (roughly seven times, with most changes running through city approval).

Where it stemmed from

Value-maximization strategy (higher unit count/project value) executed without strict late-change governance limits.

How it propagated

Each redesign triggered new engineer/city loops. Approval cycle time stacked, relationship friction with municipality increased, and downstream field work waited.

Examples observed

- Multiple full city re-runs
- City fatigue/frustration pattern

Business impact

- Entitlement delays
- Schedule push to construction and leasing windows
- Increased carrying cost risk

5) Unit mix changes broke long-lead procurement alignment**What happened**

Unit mix/layout changed after long-lead takeoffs were used for overseas procurement, causing mismatches when materials arrived months later.

Where it stemmed from

No firm lock gate between layout-sensitive design and long-lead purchasing commitments.

How it propagated

By delivery time, installed reality and ordered quantities/specs diverged, forcing domestic backfill purchases at higher cost.

Examples observed

- China shipments arriving against outdated layout assumptions
- Replacement sourcing needed domestically

Business impact

- Cost overruns
- Material waste/mismatch
- Delay from patch-procurement

6) Arch/Structural mismatch at release point**What happened**

Decisions and takeoffs were often based on architectural sets while structural sets lagged and later changed assumptions.

Where it stemmed from

Asynchronous design pipeline and no enforced conformance checkpoint before final release.

How it propagated

Framing package errors, missing required components, and late field corrections.

Examples observed

- Missing/incorrect framing-related small critical items (e.g., anchors, ties)
- Structural details diverging from earlier architectural assumptions

Business impact

- Field stoppages and rework
- Procurement inefficiency
- Confidence loss in release quality

7) MEP plan drift after architectural revisions**What happened**

MEP intent was not consistently synchronized when arch lighting/layout changes continued after initial handoff.

Where it stemmed from

Weak revision governance between Arch ↔ MEP, and field referencing outdated sets once work had started.

How it propagated

Electricians worked from stale assumptions; rough-ins no longer matched latest design intent.

Examples observed

- Can light/exterior lighting/wiring location changes not fully reflected in field sets

Business impact

- Electrical rework
- Schedule extension
- Increased trade friction

8) Plan distribution failure at last mile (GC to subs)**What happened**

Updated plans were sent to GC but did not reliably reach all trade crews in active zones.

Where it stemmed from

No enforceable acknowledgment chain and no “work-stop until receipt/understanding confirmed” protocol.

How it propagated

Crews continued building from superseded plans, especially after in-flight changes.

Examples observed

- Doghouse/dormer framing discrepancies
- Elevation/lighting/window color mismatches

Business impact

- Wrong work installed
- Replacement orders and delays
- Material and labor waste

9) Schedule integrity failure (doors/windows)**What happened**

Door/window schedules repeatedly did not match what elevations actually showed.

Where it stemmed from

Likely combination of software/workflow error and insufficient reconciliation QA before release.

How it propagated

Orders placed on schedule assumptions later failed fit/count reality.

Examples observed

- Rogers door jamb/frame depth mismatch requiring extenders
- Frame depth not matching wall depth at install

Business impact

- Rework and supplemental buys
- Cost and time loss at install phase

10) Field tolerance errors not caught at framing stage**What happened**

Built conditions were dimensionally off (clearances/offsets/openings), causing cabinet/appliance/finish conflicts later.

Where it stemmed from

Lack of in-field framing QA by highly competent supervision before dependent trades mobilized.

How it propagated

Preformed components (including overseas materials) no longer fit intended conditions.

Examples observed

- Door position too tight near refrigerator zone
- Cabinet/granite fit failures tied to rough framing variances

Business impact

- Rework loops
- Delay to finish trades
- avoidable change costs

11) Trade standard nonconformance (siding consumption failure)**What happened**

Later siding crew used >2x trim vs baseline building and repeated misuse after correction.

Where it stemmed from

No hard baseline conformance and no stop-threshold when material burn exceeded standard.

How it propagated

Material exhaustion triggered emergency reorder and delivery resequencing.

Examples observed

- Same trim misuse repeated even after being shown benchmark building
- Wrong color/elevation execution despite formal change

Business impact

- Additional truck rolls
- Delay to later buildings
- material and financing/lease-timing cost impact

12) Municipal inspector variability created moving targets**What happened**

Different inspectors preferred different methods; accepted work under one inspector could be challenged under another.

Where it stemmed from

No structured jurisdiction preference tracking and pre-clarification mechanism for interpretation-sensitive scopes.

How it propagated

Teams adjusted methods repeatedly, creating rework and planning instability.

Examples observed

- Building and utility inspection variability across both projects

Business impact

- Time/material loss
- schedule uncertainty
- increased inspection risk exposure

13) Executive workload collapse into tactical operations**What happened**

Tracy's role expanded into procurement, PM setup, interim PM duties, draw/admin processing, and urgent field execution support.

Where it stemmed from

Support layers (field supervision, accounting/admin reliability, delegated procurement quality) were not stable enough to absorb work.

How it propagated

More errors from others forced work back to Tracy, increasing oversight load and reducing strategic bandwidth.

Examples observed

- Draw packet/check/waiver/notary/mail workflows consuming executive time
- Purchase correction loops after wrong orders by delegated parties

Business impact

- High-value time spent on low-value transactional work
- slower strategic decisions
- burnout/single-point dependency risk

14) Trust deficit in first-pass deliverables**What happened**

Inputs (plans, takeoffs, financials, counts) were often incomplete/inaccurate, requiring extensive re-vetting.

Where it stemmed from

Lack of first-pass quality standards, weak QA evidence at handoff, and inconsistent preparer reliability.

How it propagated

Decision cycles slowed, execution stalled waiting for re-validation, and micromanagement became survival behavior.

Examples observed

- Repeated need to independently verify submitted numbers and packages

Business impact

- Productivity loss
- leadership exhaustion
- persistent bottlenecks in execution flow

Cross-cutting conclusion

These are not isolated misses. They form a recurring system pattern:

- uncontrolled change velocity,
- weak release/acknowledgment control,
- insufficient field QA gates,
- and overloaded executive intervention as the unofficial control mechanism.

Without structural controls, the same failures will recur regardless of effort level.