HUMANISTICS

Coherence in *practice*.

Case studies in Coherence Intelligence

Eight client engagements spanning manufacturing, utilities, aerospace, telecom, pharmaceuticals, and defense supply.



INTRODUCTION

Coherence in *practice*

THE LENS

The following case studies are drawn from client engagements spanning manufacturing, utilities, aerospace, telecom, pharmaceuticals, and defense supply. Each is presented through the lens of Coherence Intelligence: the discipline of detecting, diagnosing, and restoring the three foundational relationships that determine whether an organization can actually do what it intends to do.

THREE RELATIONSHIPS

Those three relationships are:

1. **Commitments** *to each other*
   The promise network that makes coordinated action possible
2. **Commitments** *to generative structure*
   The processes, standards, and accountabilities through which work actually flows
3. **Commitments** *to the contextual field*
   The strategic, regulatory, relational, and environmental conditions that give the work its meaning and stakes

WHAT COHERENCE IS

Coherence is not a measure of harmony or cultural warmth. It is a structural condition: the degree to which declared intentions, active commitments, and actual behavior are aligned with each other and with the conditions they must navigate. Where coherence is decreasing, organizations lose capacity: silently, structurally, and often invisibly to those inside them. Where coherence is restored, the released capacity shows up immediately in the numbers.

What these cases demonstrate is that the obstacles organizations face (cost overruns, cultural division, quality failures, chronic delays) are almost never caused by lack of effort or individual incompetence. They are caused by structural incoherence: fractures in the commitment network that no one designed and few can see. **Humanistics makes those fractures visible, restorable, and preventable.**

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CASE STUDY 01

Strategic IT Infrastructure Project

From three years over-budget to under-budget and ahead of schedule

THE COHERENCE DIAGNOSIS

A large organization was three years into a project to integrate HR, Finance, and Procurement systems into a unified platform. The project was late, significantly over-budget, and the intended cross-functional synergy had never materialized. The technical complexity was real, but it was not the cause of the failure.

FRACTURE IN COMMITMENTS *to each other*

The three leadership teams (HR, Finance, and Procurement) each carried a different implicit understanding of the project's purpose, scope, and success criteria. These understandings had never been made explicit, compared, or reconciled. Every consequential decision was therefore being made from inside a private frame, against private criteria, with private definitions of what "done" meant. The commitment network was not a network at all: it was three parallel tracks with no binding structure between them.

FRACTURE IN COMMITMENTS *to generative structure*

Without a shared accountability architecture, decision authority was unclear. Work was duplicated across departments as each team proceeded according to its own understanding of what the others were doing or would do. Consultants introduced additional frameworks that were layered on top of, rather than integrated with, existing structures. The structural conditions for coordinated execution were absent.

FRACTURE IN COMMITMENTS *to the contextual field*

The integration project existed in a broader strategic context (future acquisitions, enterprise-wide platform standardization) that had not been made legible to the teams doing the work. Without that context, each department optimized locally, making choices that were reasonable within their silo but incoherent with the larger purpose the project was meant to serve.

RESTORING COHERENCE

Humanistics brought all three leadership groups and their consultants into a structured process of surfacing, comparing, and reconciling their operating assumptions. What emerged was not a negotiation of positions but a shared diagnosis: the teams could see, for the first time, the exact points at which their commitment structures diverged.

From that shared map, clear role boundaries and decision authorities were established: not imposed, but built from the teams' own declarations about what they were prepared to be accountable for. A unified accountability architecture replaced the overlapping and conflicting structures that had been driving redundancy and delay. The shared strategic context was made explicit, so that every significant decision could be tested against a common reference.

WHAT BECAME POSSIBLE

Once coherence was restored across all three relationships, execution accelerated without additional resource. The project was completed ahead of schedule and came in under budget, a reversal that had seemed structurally impossible from inside the previous configuration.

On time

Delivered ahead of schedule

Project completed against a timeline that had been slipping for three years

↓ Cost

Under budget

Budget overrun reversed: saved cost against the prior trajectory

Scalable

Replicable model

The accountability framework became the standard for all subsequent cross-functional integrations and acquisitions

The constraint was never effort. It was the absence of a shared structure within which effort could accumulate rather than cancel.

CASE STUDY 02

Utility Company: Cross-Functional Culture Divide

How commitment mapping reduced call volume by 40% across 27 states

THE COHERENCE DIAGNOSIS

A large utility company operating across 27 states was experiencing a 30% spike in inbound call volume, rising costs, and accelerating cultural deterioration between field technicians and customer service representatives. Technicians described customer service as "incompetent." Customer service described field workers as "unreliable." Leadership recognized this as a threat to both operational integrity and customer trust, but the nature of the threat was misdiagnosed: it was treated as a communication problem or a morale problem. It was neither.

FRACTURE IN COMMITMENTS *to each other*

Field technicians and customer service representatives operated with no shared understanding of what each group had promised the other, or what successful handoff looked like. Work orders moved between the two groups through a process that each side experienced as the other failing to do their job. The mutual accountability structure that would have made their interdependence visible, and navigable, did not exist. Blame was the only available explanation for what was, in structural terms, a commitment network with broken links.

FRACTURE IN COMMITMENTS *to generative structure*

The processes governing work order creation, escalation, and resolution had grown up independently in each function. There was no shared definition of what a complete work order looked like, no agreed handoff standard, and no mechanism for either side to flag a breakdown in a way the other could act on. The structure had fractures that neither team could see because neither team had visibility into what the other's process required.

FRACTURE IN COMMITMENTS

to the contextual field

Both groups were operating in isolation from the customer experience they jointly produced. The consequence of their misalignment (frustrated customers calling in repeatedly) was not visible to either team at the point where their actions were generating it. The contextual field (customer satisfaction, regulatory standing, brand reputation) was not legible to the people whose coordinated action determined it.

RESTORING COHERENCE

Humanistics convened representatives from both functions in structured mapping sessions, deliberately without managerial oversight, to create the conditions for candor. The sessions were not designed to resolve conflict; they were designed to make the commitment network between the two groups visible for the first time.

As participants mapped the actual flow of work (what was promised, to whom, by when, under what conditions), the structural fractures became concrete and specific. Misalignments that had been attributed to personality or culture revealed themselves as gaps in process definition and accountability. The two groups developed shared commitments: explicit, named promises about what each would deliver to the other and what they required in return.

WHAT BECAME POSSIBLE

40%

Call volume reduction

Direct result of restoring coherence between field and customer service commitment networks

15%

Customer satisfaction improvement

Driven by synchronized service delivery replacing the previous reactive cycle

Structural

Foundation for ongoing coherence

Commitment-based framework adopted as the operating model for future cross-functional coordination

What looked like a culture clash was a structural gap. When the commitment network became visible, so did the path to restoring it.

CASE STUDY 03

Manufacturing Plant Turnaround

From 2% to 28% net profitability through coherence restoration

THE COHERENCE DIAGNOSIS

A mid-sized manufacturing company's Baltimore plant was operating at 2% net profit margin, against 16–21% at comparable facilities in the same organization. Leadership was prepared to close the plant. The diagnosis was financial and operational: the plant was underperforming relative to peers, and the gap appeared unbridgeable.

The Humanistics assessment revealed a different picture. The plant was not underperforming because of equipment, geography, or workforce capability. It was incoherent, across all three foundational relationships, at a depth that no operational intervention could reach.

FRACTURE IN COMMITMENTS *to each other*

Team members across shifts and departments had no shared understanding of what they owed each other. Each person understood their role as the execution of a defined set of tasks, not as the fulfillment of promises to colleagues on whom others' work depended. When breakdowns occurred, there was no structure for acknowledging them or recovering from them. The commitment network that makes a manufacturing operation a coherent system rather than a collection of parallel activities did not exist at this plant.

FRACTURE IN COMMITMENTS *to generative structure*

Without cross-shift and cross-departmental commitment structures, workflow coordination was ad hoc. Errors were repeated rather than surfaced and resolved because there was no shared mechanism for making a breakdown visible to the people who could act on it. The plant's processes (nominally the same as at higher-performing sites) were being executed in a context where the interpersonal commitment structure that makes process adherence meaningful was absent.

FRACTURE IN COMMITMENTS

to the contextual field

Workers had no visibility into the plant's position within the broader organization: its strategic role, its performance relative to other sites, or what closure would mean for the community and their colleagues. Disconnected from the contextual field, there was no basis for the kind of shared urgency or shared investment that drives discretionary effort and collective problem-solving.

RESTORING COHERENCE

Humanistics structured a series of facilitated dialogues that brought team members together across shifts and departments. The design was precise: the sessions were not problem-solving workshops. They were commitment-articulation sessions, spaces in which people named what they were prepared to promise one another, and heard what others needed from them.

The act of making commitments explicit, and making the dependencies between commitments visible, transformed the plant's operating experience. People who had been executing tasks in isolation began to see themselves as participants in a shared mission with specific obligations to specific people. The structural conditions for accountability replaced the informal, undeclared assumptions that had been generating chronic breakdown.

WHAT BECAME POSSIBLE

10%

Initial profit recovery

Net operating profit within three months of coherence restoration

28%

Peak performance

Unprecedented profitability: the plant became one of the organization's strongest performers

Cultural

Structural basis

No new equipment, no restructuring: performance driven entirely by restored commitment architecture

The plant was not broken. It was incoherent. Restoring the commitment network was the only intervention required.

CASE STUDY 04

Aircraft Manufacturing: Reporting Integrity

How a unified accountability architecture identified $3.5M in process waste

THE COHERENCE DIAGNOSIS

An aircraft manufacturing company, where reporting on engine failures is mission-critical, was experiencing a systemic breakdown in data integrity. Customers were failing to report certain failure types. Internal teams were duplicating data management work. Engineers were receiving incomplete and unreliable information. The downstream consequences of this were felt in safety analysis, client trust, and product reliability.

15% of full-time employees were engaged in reworking redundant data, an organizational tax on structural incoherence that had become normalized.

FRACTURE IN COMMITMENTS *to each other*

Accountabilities across Product Lines, Product Support, customer service, and external customers were undefined. Each party operated with a different assumption about who was responsible for what data, in what form, by when. Without explicit, shared commitments across this network, the burden of catching what was missed fell to whoever noticed first, generating the rework cycle that consumed 15% of FTE capacity.

FRACTURE IN COMMITMENTS *to generative structure*

There was no common process. Different customers applied different reporting standards. Internal teams applied different validation criteria. The absence of a shared reporting architecture meant that the system could not produce reliable outputs regardless of how diligently individuals performed their roles. The structure itself was the source of the error rate.

FRACTURE IN COMMITMENTS *to the contextual field*

In a safety-critical manufacturing context, the contextual field is extraordinarily high-stakes: regulatory compliance, engineering safety margins, and customer trust are all directly downstream of data quality. Those generating the data had insufficient visibility into these stakes. Customers who did not report certain failures were not being negligent: they did not have a clear picture of why it mattered, to whom, and with what consequences.

RESTORING COHERENCE

Humanistics mapped the as-is reporting process in full, engaging stakeholders from all three internal functions and from the customer base. The mapping made the commitment gaps concrete: who believed they were responsible for each element of the process, and what each party actually needed from the others.

A unified reporting framework was designed from these declared needs: not imposed from outside, but built from what stakeholders confirmed they required and were prepared to deliver. Clear guidelines established what needed to be reported, by whom, in what format, against what timeline. Vendor accountability was integrated into the framework, shifting the rework burden from internal teams to the point of origination.

WHAT BECAME POSSIBLE

$3.5M

Process waste identified and recoverable

Redirectable capacity freed by eliminating structurally-generated rework

Restored

Engineering data reliability

Timely, accurate data enabled the quality of analysis the safety context required

Replicable

Scalable model

The unified framework established a standard extendable to other product lines and customer categories

In a safety-critical context, incoherence is not merely inefficient. It is structurally dangerous. The framework made accountability as reliable as the engineering it was designed to support.

CASE STUDY 05

Telecom Company: Engineering and Project Management

Realigning competing commitments to reduce project delays by 60%

THE COHERENCE DIAGNOSIS

A large telecom company was experiencing persistent friction between Engineering and Project Management teams across multiple major initiatives. Engineering prioritized technical precision and quality; Project Management prioritized client commitments and delivery timelines. Both commitments were legitimate. Both were being honored, but they were being honored separately, without a shared structure for navigating the tension between them. The result was chronic delay, budget overrun, and mounting frustration on both sides.

FRACTURE IN COMMITMENTS *to each other*

Engineering and Project Management each had clear internal accountability structures. What they lacked was a shared commitment architecture between them: an explicit, agreed structure for how quality and timeline decisions would be made jointly, who held authority at which thresholds, and what each team owed the other in terms of early warning, escalation, and shared adjustment. In the absence of this, each team managed its own commitments and experienced the other as undermining them.

FRACTURE IN COMMITMENTS *to generative structure*

Decision rights were implicit. When a project was running behind schedule, there was no agreed process for determining whether to accelerate (and risk quality) or push the timeline (and risk the client relationship). Without a shared decision framework, each case was resolved through friction and escalation rather than through a structure that both teams had built and trusted.

FRACTURE IN COMMITMENTS

to the contextual field

Both teams were operating with different pictures of what was at stake. Engineering understood the technical reputation risk of delivering substandard work. Project Management understood the commercial and relational risk of missing client deadlines. Neither team had full visibility into the other's contextual stakes: the conditions that made their respective commitments non-negotiable. Without this shared picture, compromise felt like capitulation rather than coordination.

RESTORING COHERENCE

Humanistics convened structured mapping sessions in which both teams articulated their objectives, their non-negotiables, and their understanding of what the other team was accountable for. The sessions surfaced not just the operational friction but the legitimate values underlying each team's position.

From this shared understanding, the teams built a Re-Design Map: an explicit framework for joint decision-making at key milestones, shared quality and timeline standards, and a clear escalation structure for moments when the two priorities came into genuine conflict. The map was not a compromise: it was a new commitment architecture that made both teams' core values expressible within a shared structure.

WHAT BECAME POSSIBLE

60%

Project delay reduction

Within three months of implementing the shared decision framework

Achieved

Budget stabilization

Projects completed on time and at the quality standard the company was known for

Structural

Enduring framework

The Re-Design Map became the standard tool for cross-functional project governance

The conflict was not between Engineering and Project Management. It was between two legitimate commitments that had no shared structure through which to be honored simultaneously.

CASE STUDY 06

Rapid Prototyping Company

Aligning speed and quality commitments to cut rejections by 75%

THE COHERENCE DIAGNOSIS

A rapid prototyping company's Finishing Department was rejecting 40% of prototypes from Production and sending them back for rework. The rejection cycle was driving cost overruns and schedule failures. The stated cause was quality: Finishing held a standard that Production was not meeting. But the structural diagnosis was different.

Production and Finishing were operating from incompatible primary commitments, each of which was legitimate, neither of which had been made explicit to the other, and there was no shared structure for navigating the tension between them.

FRACTURE IN COMMITMENTS *to each other*

The Production manager's declared commitment was throughput: moving the maximum volume of work through the system. The Finishing team's declared commitment was perfection: honoring the precision that a prototype demands. These were not the same commitment. They had never been reconciled into a shared standard. Each team held its commitment with integrity, and each team's integrity was structurally incompatible with the other's. The 40% rejection rate was the symptom of an unresolved commitment conflict at the foundation of the operation.

FRACTURE IN COMMITMENTS *to generative structure*

There were no shared quality standards applied upstream of the Finishing handoff. Production had no clear picture of what Finishing required in order to accept a part. Finishing had no mechanism for communicating acceptance criteria to Production in a form that could shape behavior at the point of manufacture. The process structure offered no opportunity for alignment before the rejection decision.

FRACTURE IN COMMITMENTS

to the contextual field

The shared purpose (delivering client prototypes that were both on-time and precise) had become invisible inside the functional conflict. Production saw clients as requiring speed. Finishing saw clients as requiring quality. Both were right. Neither had the full picture. The contextual field that could have resolved the tension (the client's actual experience of receiving work that was late or wrong) was not legible to either team from inside their current operating structure.

RESTORING COHERENCE

Humanistics facilitated structured sessions in which both teams articulated their commitments explicitly, and heard the other's. For the first time, Production understood what Finishing required and why. Finishing understood what Production was navigating and why speed was not merely pressure but a genuine client commitment.

From this shared understanding, the teams developed a Re-Design Map: agreed quality standards applied at defined checkpoints within the production process, before the Finishing handoff, so that rework could be prevented rather than triggered. The map represented a new shared commitment architecture: one that honored both speed and precision without requiring either team to abandon what they stood for.

WHAT BECAME POSSIBLE

40% → 10%

Rejection rate reduction

Within four weeks of implementing shared quality standards

$150K+

Monthly cost savings

Direct financial recovery from eliminated rework cycle

Structural respect

Cultural outcome

Production and Finishing developed a working relationship grounded in shared commitment rather than mutual frustration

Speed and quality were never in opposition. They were two commitments without a shared structure through which they could co-exist. Building that structure resolved what had seemed like an irresolvable conflict.

CASE STUDY 07

Military Spare Parts Supplier

Reducing expedited orders by 40% and saving $1.8M in year one

THE COHERENCE DIAGNOSIS

A military spare parts supplier was experiencing a crisis of operational coherence. 67% of the $26M in weekly spare parts orders required expedited processing. Account managers were bypassing standard procedures to meet customer deadlines, and production managers were being evaluated against contractual terms rather than actual customer delivery requirements. The organization was running a workaround culture at scale.

The surface diagnosis was process failure. The structural diagnosis was incoherence at all three foundational levels.

FRACTURE IN COMMITMENTS *to each other*

Account managers held commitments to customers. Production managers held commitments to contractual terms. These two sets of commitments were not connected through a shared structure: they were managed in parallel, with no mechanism for aligning them when they conflicted. Account managers resolved the conflict by bypassing process. Production managers resolved it by ignoring customer-specific timelines. The workaround culture was not a failure of character; it was the predictable output of a commitment network with no integration architecture.

FRACTURE IN COMMITMENTS *to generative structure*

Standard procedures had become effectively optional under the pressure of expedited demand. The scheduling and manufacturing functions operated on different information: different pictures of what was urgent and why. The structural conditions for reliable capacity planning did not exist because the inputs to that planning (actual customer delivery requirements) were not visible to the people who needed to act on them.

FRACTURE IN COMMITMENTS

to the contextual field

The organization was a military supplier: the contextual field included operational readiness, defense commitments, and the trust of a customer base that could not tolerate unreliability. This context was not translating into the operating assumptions of the internal teams. Production managers making scheduling decisions did not have a clear picture of the downstream consequences of delay in a military logistics context. The stakes of the contextual field were not legible to the people whose actions most directly determined them.

RESTORING COHERENCE

Humanistics facilitated cross-functional sessions between scheduling and manufacturing, structured as commitment mapping rather than problem-solving. The sessions surfaced the actual promises each function was operating under, the gaps between those promises, and the structural conditions required to honor both sets of commitments without requiring workarounds.

A new coordination framework was established: production managers gained visibility into specific customer delivery requirements; account managers gained a reliable, transparent process that eliminated the need for procedural bypass; scheduling and manufacturing developed a shared priority architecture that could accommodate both contractual and customer-specific obligations.

WHAT BECAME POSSIBLE

40%

Expedited orders reduction

Direct result of shared priority architecture between scheduling and manufacturing

$1.8M

First-year savings

Recovered from elimination of expedite costs and associated operational disruption

Structural

Decision-making capability

New business leader equipped with a coherent framework for rapid, informed decision-making

The workaround culture was not a symptom of low standards. It was the rational response of people trying to honor their commitments inside a structure that made doing so without workarounds impossible.

CASE STUDY 08

Pharmaceutical Company: New Drug Launch

How coherence restoration accelerated launches and influenced critical patent timelines

THE COHERENCE DIAGNOSIS

A $30B pharmaceutical company's New Drug Launch Process was a high-stakes, cross-functional system involving legal, regulatory, marketing, supply chain, and external vendors, with the company's market position and revenue directly dependent on launch timing. The process was manual, error-prone, and unable to keep pace with the volume of launches the company needed to execute as a wave of patent expirations approached.

15% of FTE capacity was absorbed by rework on vendor-submitted data. Internal coordination was generating errors. The launch process that was supposed to be the company's primary competitive mechanism had become its primary constraint.

FRACTURE IN COMMITMENTS *to each other*

Accountabilities across the launch process were unclear. Legal, regulatory, marketing, and supply chain teams each held different assumptions about who was responsible for what element of the process, and at what point their obligations began and ended. Vendor accountabilities were undefined, creating a structural expectation that internal teams would catch and correct vendor errors rather than vendors meeting a clearly specified standard. The commitment network was fragmented across every interface.

FRACTURE IN COMMITMENTS *to generative structure*

The process architecture was manually executed without the automation infrastructure required by the volume of concurrent launches. Conflicting priorities between functions had no resolution structure. The absence of a shared workflow design meant that the process experienced at one end of the launch chain bore no reliable relationship to what was required at the other. Coordination was achieved through heroic individual effort rather than structural design.

FRACTURE IN COMMITMENTS

to the contextual field

A pharmaceutical launch operates in an extraordinarily high-stakes contextual field: patent cliffs, regulatory timelines, competitive market windows, and in some cases judicial proceedings. The teams executing individual steps of the launch process did not have a unified picture of these stakes or how their work connected to them. The context that made every deadline non-negotiable was not legible inside the operating structure.

RESTORING COHERENCE

Humanistics led a structured redesign of the launch process. The approach was commitment-first: mapping the existing workflow to identify where accountabilities were undefined, where processes generated their own rework, and where the absence of vendor standards created an internal absorption cost.

Cross-functional sessions brought together all stakeholder groups to establish shared priorities and explicit accountabilities. Vendors were integrated into the accountability architecture with defined standards and consequences. Workflow automation recommendations were developed to eliminate the manual overhead that was consuming capacity. The redesigned process was built around the contextual stakes, so that every team could see how their specific commitments connected to the market outcomes they were collectively responsible for.

WHAT BECAME POSSIBLE

Court-influencing

Patent timeline impact

Delivery timelines met that directly affected judicial rulings on patent expiration and market exclusivity

Significant

Cycle time reduction

Errors minimized, rework eliminated, interdepartmental coordination structurally improved

Replicable

Scalable model

Process architecture established for all future launches with built-in flexibility for volume growth

In a patent-sensitive, regulatory-bound, market-competitive context, structural incoherence is not merely expensive. It determines market position. Restoring coherence was restoring the organization's ability to compete.

CONCLUSION

What these cases *tell us*

ONE CONDITION

Eight industries. Eight different presenting problems: over-budget projects, cultural divides, plant closures, rework cycles, chronic delays, quality failures, expedite cultures, broken launch processes. Eight organizations whose leadership had framed each situation as a unique operational or cultural challenge requiring a specific solution.

The Coherence Intelligence diagnosis is different. Each of these situations was a variation of the same structural condition: an organization whose capacity to do what it intended was being eroded by fractures in the three foundational relationships: commitments to each other, to generative structure, and to the contextual field.

ONE RESTORATION

The recoveries were also variations of the same restoration: making the commitment network visible, surfacing the exact points of fracture, building the shared accountability architecture those points required, and reconnecting the work to the contextual field that gave it meaning and stakes.

THE RETURNS

The financial returns across these engagements are significant:

$3.5M	in process waste identified in a single reporting redesign
$1.8M	saved in military supply chain year-one expedite reduction
$150K+	per month recovered in the rapid prototyping operation
26 percentage points	of net profit recovered at a plant that was weeks from closure
Court-influencing	patent timelines met in a $30B pharmaceutical launch system

THE OUTCOME

But the financial returns are downstream consequences, not the primary outcome. The primary outcome is restored capacity: the organization's recovered ability to act coherently with its own intentions. Everything else follows from that.

Coherence is not a cultural aspiration. It is a structural condition. And it is measurable, restorable, and sustainable.

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