

[[re icon on FC3 p 172]]

[[this is text from FC2 Fig 9 pp 183-185 not used in FC3]]

More Differences between the Technical/Business Problem and How the Problem Is Being Managed

<i>Engineering</i>	<i>Technical/Business Problems</i>	<i>How the Problem Is Being Managed</i>
	<ul style="list-style-type: none">• Cost-reduction project• Develop new process or equipment• Construction of new facility• Equipment failure	<ul style="list-style-type: none">• Operators have negative attitude toward company and supervisors. New procedures are resisted• Supervisors too inexperienced. Passing through the job, don't deal with longer-run issues• Management pressure for products so great that operations will not give engineering any time on the floor to test new equipment or process• Engineers so busy with crisis after crisis that new developments get low priority• Vice president is so involved in each detail decision of the of the new building that project is lagging behind schedule

Scientists	Technical/Business Problems <ul style="list-style-type: none"> • Understand the basic nature of some material or reaction • Identify projects for commercialization • Transfer their technology to the marketing or business groups 	How the Problem Is Being Managed <ul style="list-style-type: none"> • It is easy to hire a new chemist, but there are tight budget controls on adding lab technicians, equipment, or adequate space • Research, under pressure for results, over-promises, builds expectations, and then disappoints • Scientists are under such tight influence from business, no long-range viewpoint is possible • Such strong pride of authorship that it creates resistance in other groups in organization • Cultural gap between science and operations people. Have different values, speak different language
Corporate Planners	Technical/Business Problems <ul style="list-style-type: none"> • Do longer-range planning for the organization • Obtain figures and projections from line managers 	How the Problem Is Being Managed <ul style="list-style-type: none"> • Managers view five-year plan as just an exercise • No personal commitment from top management • Strained relationship and distrust between corporate and field organizations
Purchasing	Technical/Business Problems <ul style="list-style-type: none"> • Maintain good relationship with vendor, get best price and quality, assure at least two vendors for each raw material 	How the Problem Is Being Managed <ul style="list-style-type: none"> • Material requirements are always changing. Purchasing is the last to know • Management allows line organization to contact vendors directly without including purchasing