

More Differences Between the Technical/Business Problem and How the Problem is Being Managed

Engineering	Technical/Business Problems	How the Problem is Being Managed
	<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	How the Problem is Being Managed
	<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 	<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

		<ul style="list-style-type: none"> • Cultural gap between science and operations people. Have different values, speak different language
Corporate Planners	Technical/Business Problems	How the Problem is Being Managed
	<ul style="list-style-type: none"> • Do longer-range planning for the organization • Obtain figures and projections from line managers 	<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	How the Problem is Being Managed
	<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 	<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