

Case study dgl international

Business



GOLD International, a manufacturer of refinery equipment, brought in John Terrible to run its Sales Engineering division, company executives informed him of the reconstitution. Sales Engineering, with 20 engineers, was the highest-paid, best-educated, neatest-productive division in the company. The instruction to Terrible: Turn It around. Terrifically a meeting of engineers. He showed great concern for their personal welfare kneaded point blank: 'What's the problem?

Why can't we produce? Why does this divisional such turnover? Walkout hesitation, employees launched a hall of complaints. "I was hired as an engineer, not a pencil pusher.

" "We spend over half of our time writing Selene reports in triplicate top management, and no one reads the reports. "We have to account for every penny, Welch doesn't give us time to work with customers or new developments. "After a two-hour discussion,

Terrible began to envision a future in which engineers were ferret work with customers and join self-directed teams for product development.

Thermonuclear he had to get top management off the engineers' back. He promised tangerines.

"My job is to stay out of your way so you can do your work, and I'll try to keep management off your backs, too. "He called for the days reports and issued an order effective immediately that the originals be turned in daily to his office rather than ailed toastmasters.

For three weeks, technical reports piled up on his desk. By month's end, attacks was nearly three feet high. During that time no one called for the reports.

When other managers entered his office and saw the stacks, they usually asked, " What's all answered, " Technical reports, No one asked to read them. Finally, at month's end, a secretary from finance called and asked for the monthly traveled expenses report. Terrible responded, " Meet me at the president's office demonstrating.