

TITANTECH – Information Sharing

The Situation

TitanTech is a large IT firm that provides software and hardware solutions to government and private organizations. The firm has a very lean management level; the company was founded on the belief that most things can be achieved in small groups without too much top down intervention.

There has been unrest within the company; employees feel maybe the light management level is detrimental to their work. Most complain about a lack of vision and understanding of what the strategy of the company is. They say that the teams have become fractured and often feel like that are working against each other as opposed to with each other. We believe the problem is largely because of a lack of information. To look into this problem we have asked each department for some clarity

Sales Department

The sales team needs more accurate information on which products we offer and what the details of those products are. It would also be good to get technical support about a specific product while on the phone with a customer. The sales department is unaware of the strategy of the company, there seems to be too many products and they want to know which products to focus on. Management seems to have an unrealistic expectation of the sales figures. Finally, IT personnel seem to be unhelpful and arrogant when approached for technical information on the products.

IT Department

All personnel are in small teams, those teams work too independent of each other, often there is work duplication simply because one team didn't know another team had already done it. Teams seem to compete against each other, often being secretive with what they know, giving information up begrudgingly if at all. Because of this mentally often documentation is scattered and hard to find because it's kept in separate locations. When senior employees leave information could be lost forever and all that research would have to be redone. It would be great if we can work across teams towards a common goal. Employees are also upset that Sales seem to be overpromising the services that we offer, when we meet with a new client they seem to be expecting a different product to the one we offer.

Upper Management

Upper management wants to re-look our product catalog. It seems out of date and over complicated. We want to focus our strategy instead of using a scatter shot approach. We are also concerned that there seems to be a rift between sales and IT; often pointing fingers at one another. Employees seem unmotivated, we want them to be involved and interested in the products.