

nt News

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prospects onics business

Clearly, this relatively new business for Du Pont presents many challenges, a major one being a corporate strategy that seeks a position of technological leadership in electronics through the 1980's and beyond.

"We are achieving this by building upon our existing business and technical strengths and by providing strong research, personnel and investment support," says John C. Metzger, vice president, Photo Products.

In addition, Du Pont's electronics business plan involves the development of innovative technology and expertise to help the company increase its participation in high growth markets such as telecommunications, data processing and industrial instrumentation. Second only to the life sciences in increased R&D spending, Du Pont's electronics research expenditures in 1982 will increase almost 36 percent over those of 1981. At the same time, ambitious development, manufacturing and sales programs have been mounted.

Four divisions in Photo Products



DUP 0846068

Viewpoint

Heckert examines human side

Vice Chairman Richard E. Heckert discussed the human side of managing complexity in a speech last month at Howard University in Washington. In this portion of his talk, he asks: Are there ways to foster greater individual initiative within the corporation?

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President Wilson had 14 points. President Roosevelt had four freedoms. Heckert will give you three old-as-the-hills comments on freeing employees for productive work.

First, there is the obvious need for what could be called "corporate federalism."

DuPont is famous in the management textbooks for developing a decentralized system of operation back in the 1920's. Decentralized management was adopted by many other companies as well. Often, though, there is the tendency to move away from sound decentralist principles to obtain more standardized procedures throughout a large corporation.

That is fine in some ways. But the tradeoffs can be large. The bigger and more complex some institutions necessarily become, the more we see the need for smaller units within the large structure — strategic business units which can call on all the resources of the larger institutions, but which retain the maneuverability of a small boat, not a battleship.

There is no single right size for these smaller units. The right size depends on function and mission, but units should be sized and structured so that the individuals involved feel that they can have a significant impact on its operation.

Every department of DuPont has examined itself during the past decade

with the objective of establishing optimum sized business units. Each has major control over its own manufacturing and marketing but the ability to use wider corporate resources.

Good communication

Now, let me offer a second point which sounds like a truism: the need for good communication. This is especially significant when you examine the meaning of the word "communication." It comes from the same root as the word "communion." Its original meaning was not just telling, but sharing. That includes *listening*!



Vice Chairman
Richard E.
Heckert

To my mind, the most important component of productivity is a sense of personal accountability for results.

We have a different view of the role of managers at DuPont now than we used to.

Oh, there is still the need for "telling." Our managers and supervisors have not abdicated. We still make sure that those individuals in charge have the combination of responsibility and authority which makes them want to get the job done, and allows them to require that it be done. But the emphasis now is on sharing knowledge, experience, and ability to

make a project work, others what to do.

"Communication" ceases to be a mere sharing of ideas; it becomes a process of resolving different views, creating conflicts, new ideas, and a big job of top management to encourage creativity, organization, by making innovation greater than for trying out an idea.

Sometimes too much "communication" can be as detrimental as too little. We need to and want to work out problems; we manage ourselves as possible. Different solutions. The operator and the manager have to talk together; managers of a business ever, a few dialogue; higher executives ab direction of the venture.

Remove unnecessary

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News in brief

DUP 0846069

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make a project work, not just telling others what to do.

"Communication" is not a panacea. It has its price. The attempt to resolve different viewpoints through a sharing of ideas creates its own kind of conflicts. New ideas can be threatening. A big job of top management is to encourage creativity at all levels of the organization by making the rewards for innovation greater than the penalties for trying out an idea and failing.

Sometimes too much "communication" can be as destructive to sound management as too little. People often need to and want to be left alone to work out problems. People want to manage themselves as much as possible. Different situations demand different solutions. The machine operator and the maintenance person have to talk together often. For the managers of a business venture, however, a few dialogues each year with higher executives about the strategic direction of the venture may be sufficient.

Remove unnecessary restraints

My third old-as-the-hills point: I want to stress freeing the individual employee from unnecessary restraints so that he can develop a solid managerial attitude toward his work, whether he has the title of "manager" or not.

At Du Pont we are stressing increased delegation and greater involvement by every employee in the setting of objectives, standards and responsibilities.

The national debate over productivity during the past several years has sparked many useful proposals. But, to my mind, the most important component of productivity is not one that has surfaced very much during the

debate. I would define that component as a sense of *personal accountability for results.*

For instance, a maintenance man or woman at a Du Pont plant may be more than ready for lunch when the clock says noon. But if a machine is down so that production is stopped, and that person says, "I can't leave until my machine is back on line," we have taken a big step toward improving productivity. That attitude, that "managerial perspective," is the bedrock of productivity.

The managerial attitude is that which makes the individual see his work and his product the same way a top-level manager sees them: in relation to the work of the entire business unit and the work of the whole company.

There is no substitute for training individuals properly and then relying on their hearts and minds, not just company rule books.

If we assume that good things will happen in this company only when they are forced to by the rules we set up, we'll win small battles and lose the war. If a manager goes down that route, he spends all his time reacting to problems, instead of working to investigate and develop opportunities.

Instead of attempting to mandate a "zero-risk" atmosphere in the corporation, management should be encouraging all our employees to be creative, and not satisfied with the way things are.

For the most part, fully challenged people tend to be satisfied people. Doing our very best work not only increases productivity but the quality of working life as well.

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brief

Cardinal River Mining, in operation since 1969, currently produces

for the registration and sale of pharmaceutical products in Europe

day injury since start-up of the site in