

Wyerless.NET Solutions Case Study

“The Missing Wire”

The Original Assignment:

Brought in by the CEO, at the insistence of the board, to understand why the company had gone through 4 VP's of engineering in 5 years. Further, the departing VP had blamed all his woes on the engineers themselves. The CEO and Board wanted a review of the personnel and the technology. The flagship product had a severe technical defect, which kept it from being shipped. The CEO, who by this time was quite skeptical of the technical staff, thought the problem was merely a “missing wire.”

What We Discovered:

The staff was top notch and dedicated. The CEO had a habit of walking in and redirecting engineers to the detriment of schedule, quality and moral. The previous engineering VP has brought in one of his buddies to design a crucial image processing board for the product. Since it was designed by a “friend” it had “do not touch or criticize” written all over it. Unfortunately, it was the primary cause of the problems preventing shipment.

What We Did:

Working with the internal staff, the board was redesigned. The problems went away along with half the board cost. Recommended an internal senior manager to be the next VP of engineering.

The Results:

Product issues were resolved. The new VP of engineering was successful. The company was sold to its biggest customer with a modest gain for the VCs and employees.