

# Conflicts in the New Product Development Process

---

« (.....) one Toyota engineer, when asked what makes a good car, replied, „Lots of conflicts“. Conflict occurs when people from different functional areas clearly represent the issues from their perspective. Its absence implies that some functional areas are being too accommodating - to the detriment of the project as a whole. Still, when managers resolve conflicts through organizational influence, horse trading, or executive fiat, the results are often poor. It is the ability of chief engineers to see the broad picture clearly - and the ability of functional managers to contain the chief engineer's enthusiasm - that leads to highly integrated designs.»

Source: D. K. Sobek, J. K. Liker and A. C. Ward, *Another Look at How Toyota Integrates Product Development*, Harvard Business Review, July-August 1998