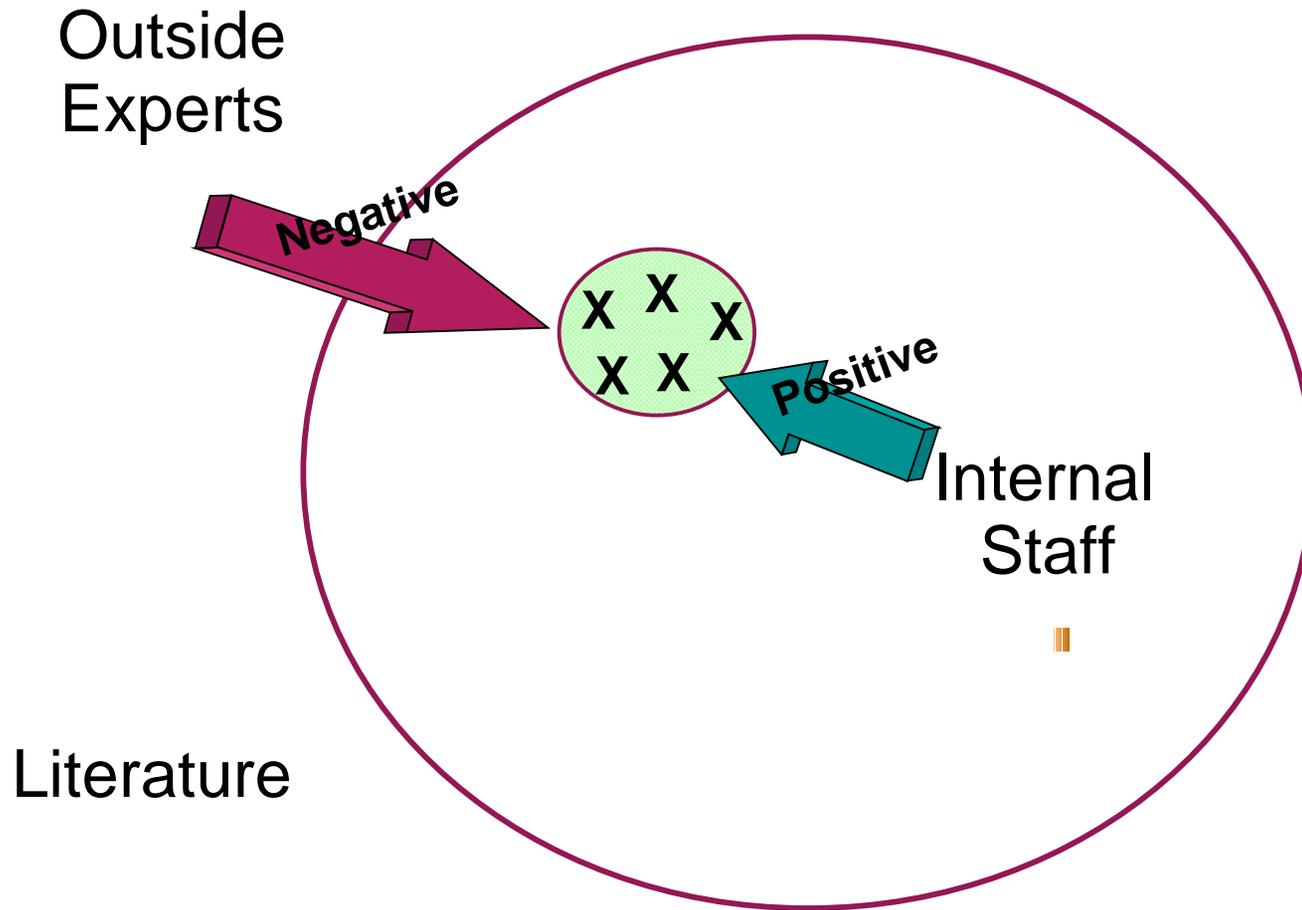
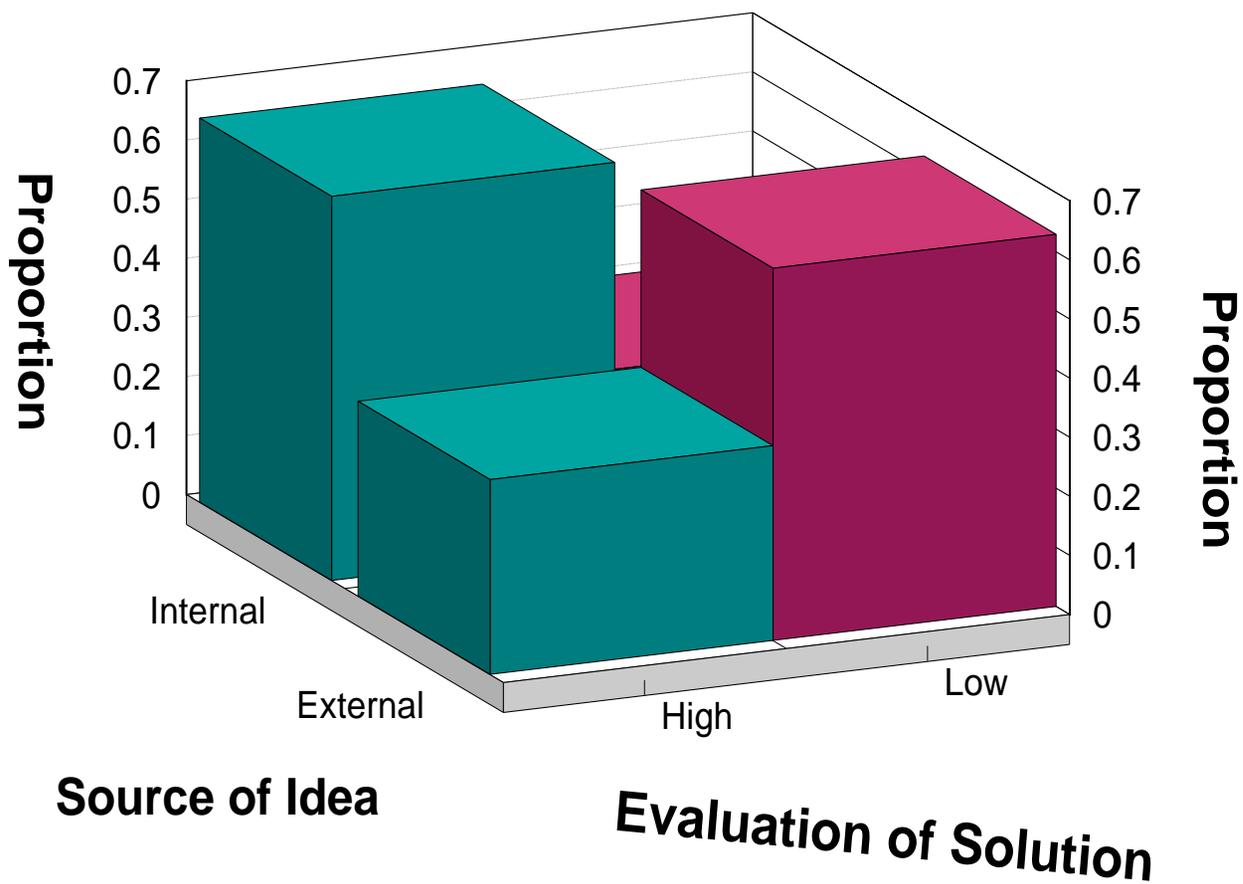


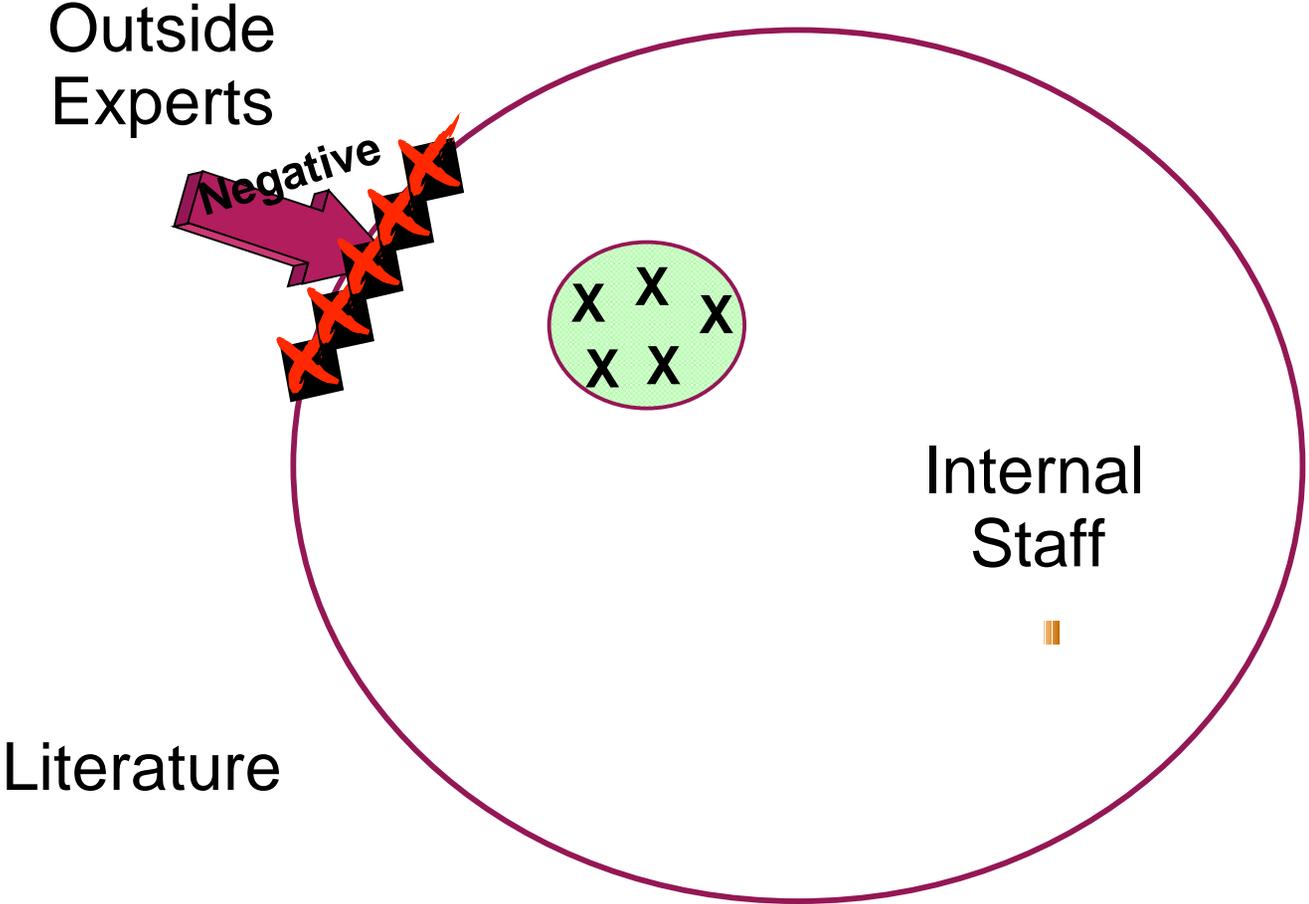
People as Sources of Technology



Customer Evaluation of Solutions as a Function of Idea Source



'Boundary Impedance' of the Organization



Science and Technology

- Science is Universal.
- Technology is *Local*.

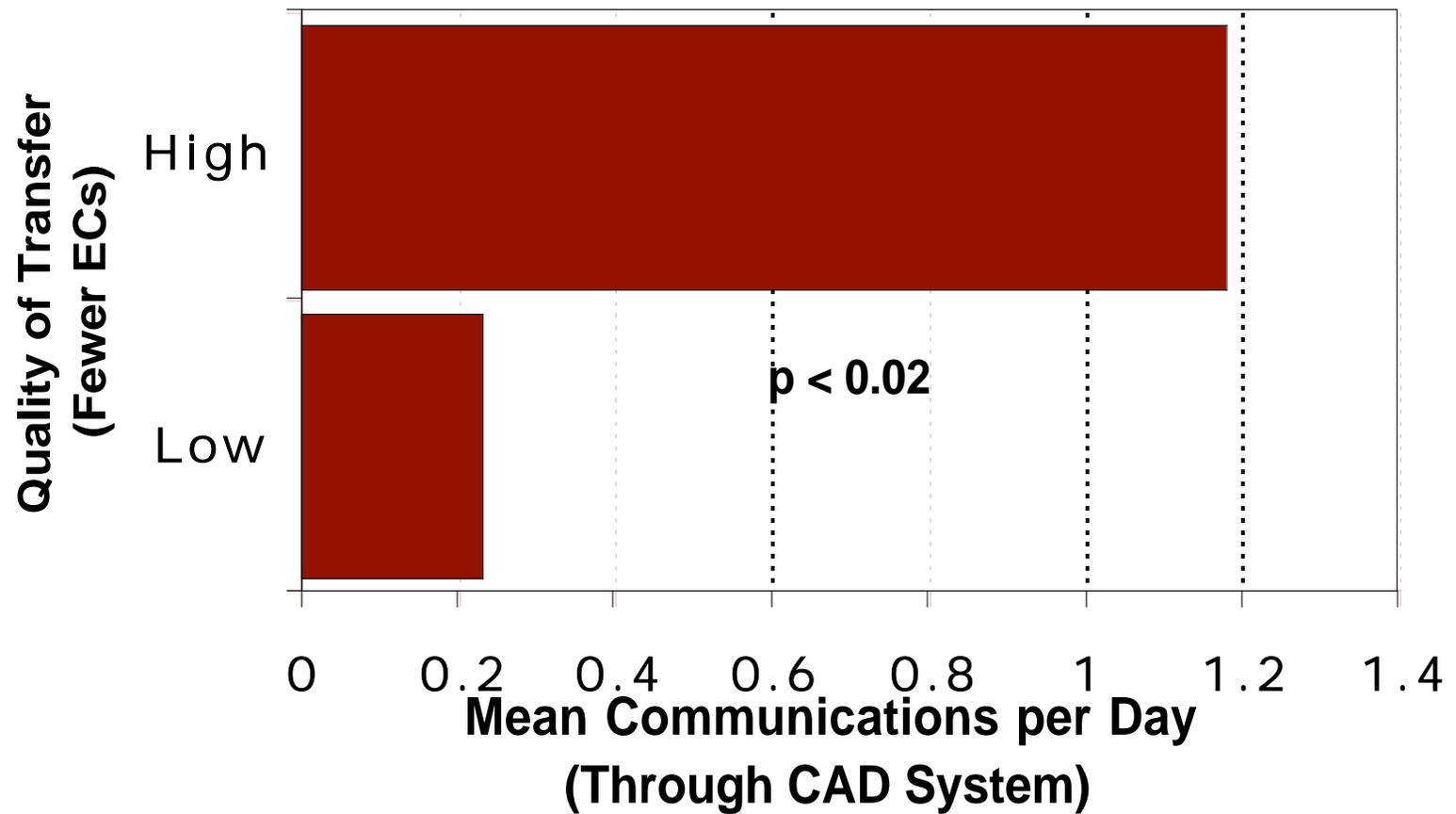
Technology

- Technology is defined in terms of:
- The Business Goals
- The Marketing Strategy
- and most importantly,
- The Culture
- of the organization in which it is developed.
- Technical problems are thus defined in terms of that culture and its system of values.

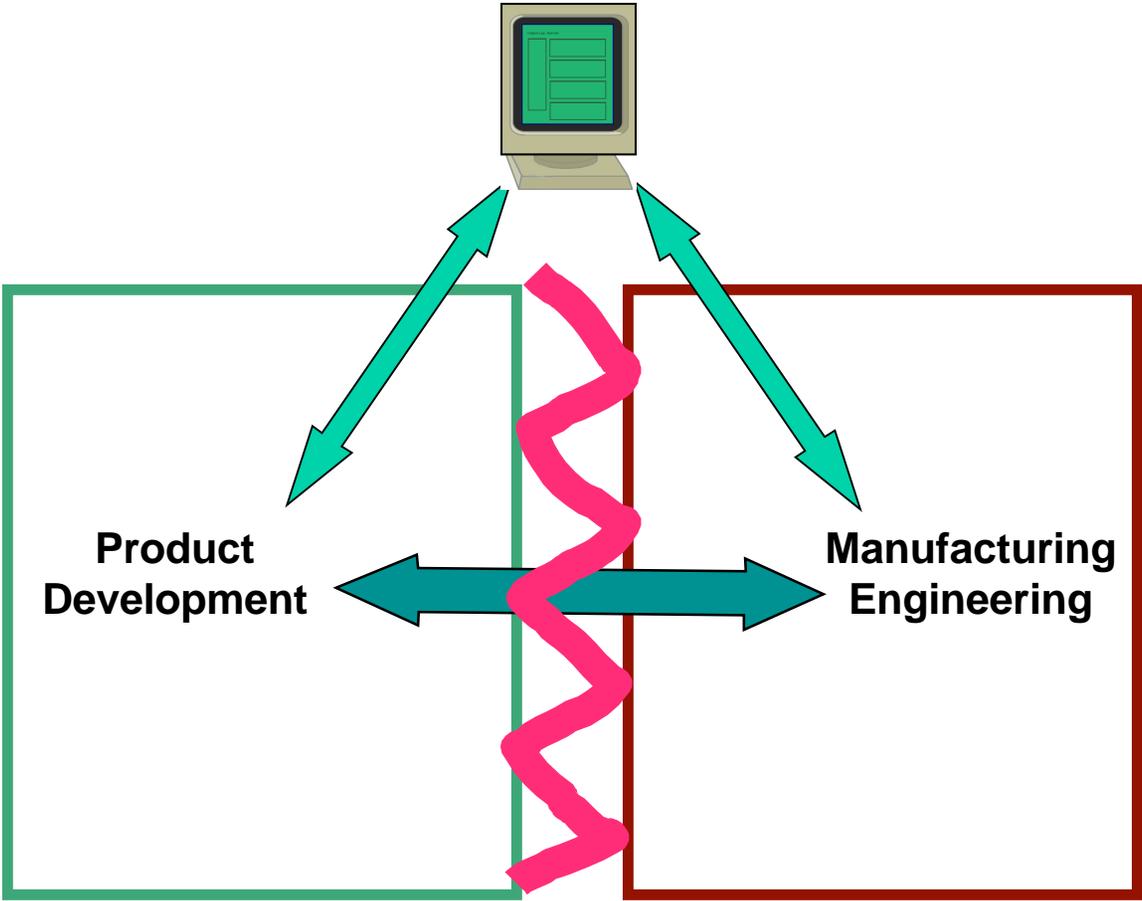
The Local Nature of Technology

- This implies that:
- Anyone outside of the organization cannot fully understand the way that those within the organization define technical problems without understanding the organization's culture.
- This difficulty in understanding the problem is the principal barrier to technology transfer.
- Barriers of this sort arise any time that we try to transfer knowledge across organizational boundaries.
- It thus holds true for internal communication as well as communication with other organizations.
- It is one of the causes of poor interfunctional relations in organizations.

Performance in Transferring Designs to Manufacturing as a Function of CAD System Use for Communication



Using a Common Reference to Reduce Ambiguity in Communication



References

Allen, Thomas J., 1984. *Managing the Flow of Technology: Technology Transfer and the Dissemination of Technological Information within the R and D Organization*, MIT Press, Cambridge, MA.