**Приложение**

(**Int** = Interviewer, **M** = Manager)

**Int:** Why do you think troubleshooting, or solving problems, is so important in business?

**M:** Well these days, business is extremely competitive and it’s competitive in terms of time and in terms of money. Whenever a company tries to compete with another company, it tries to get a new product out quickly and it tries to do it without spending too much money. Problems, when they arise, cost money and they waste time.

**Int**: And, are there any particular areas which are typical trouble spots/

**M:** Starting at the very beginning of a project, quite often people don’t plan effectively. You can never plan early enough, especially in a large and complex project. Part of that planning involves making sure that everybody on the project understands his or her role; and that the objectives of the project are regularly reviewed, so that everybody understands how the project is going to meet the needs of the market, and whether it is still relevant.

**Int:** Do you think that, everyone has a role in troubleshooting and anticipating problems, or do you see it as only a managerial skill?

**M:** I think it can quite often happen that managers start a project, think it’s going very well, walk away from it and then are very surprised six months later when it’s going wrong. Everybody, at whatever level, should make sure that they ask the right questions, and indeed try to, as you say, anticipate problems and raise those problems with their managers and with their colleagues at regular review intervals.

**Int**: Do you have any other tips for solving problems?

**M:** it’s a very important that a project team communicates well within itself and also to people outside the team. You should try to have a democratic spirit in a project, allowing people to speak openly, to ask questions and to feel that they own the project as much as the managers or the client may do.

**Int:** What’s the one most important strategy to avoid problems?

**M:** In my opinion, in order to avoid problems happening you should be realistic. You should be realistic in the number of people working on the project, the cost of the project and the size of the project. When you put pressure on a project because you don’t have enough people working on it, or you are spending too much money, you create problems. Pressure means problems, so to avoid problems, reduce the pressure.