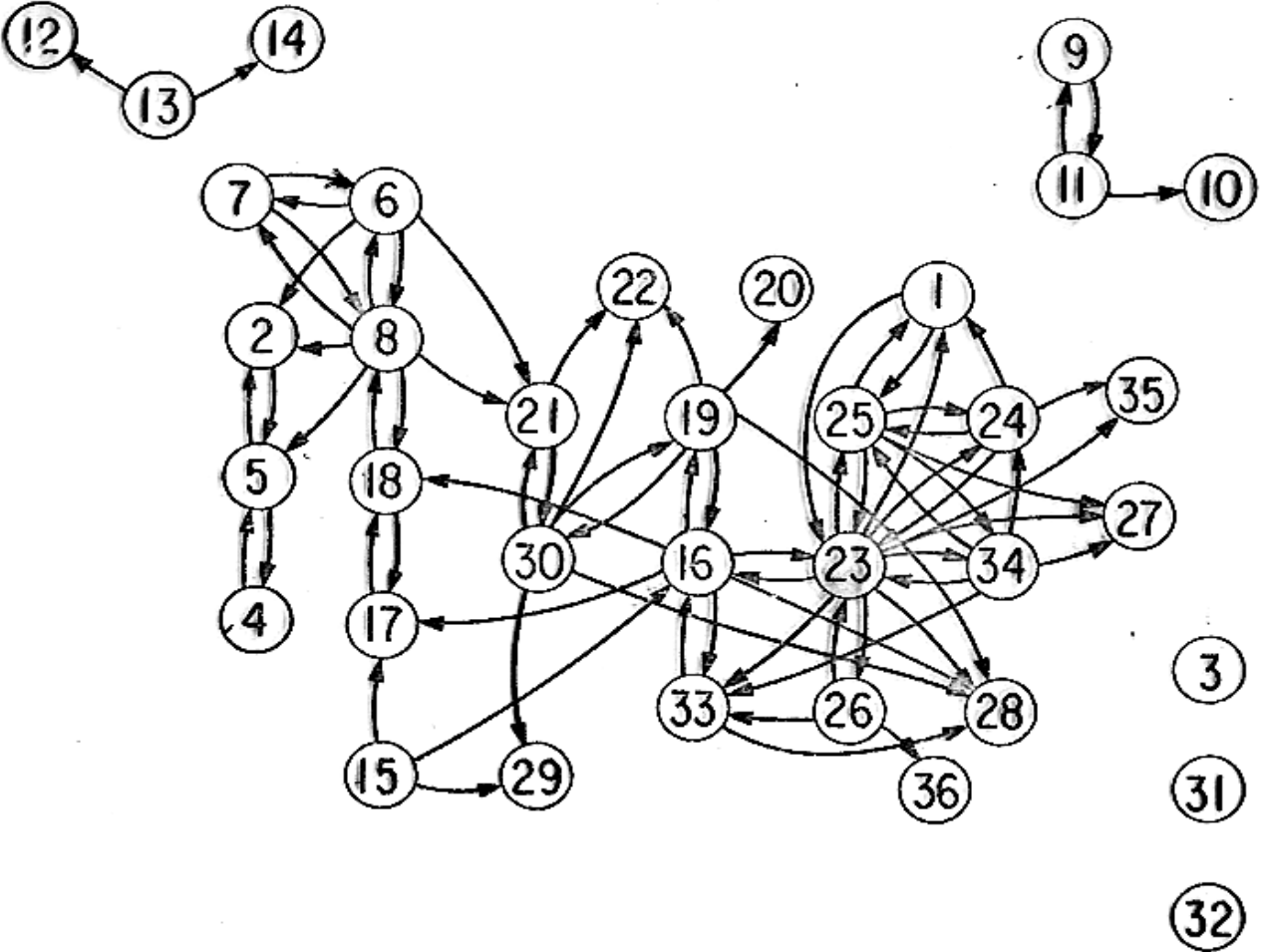


Part I - Reference Material

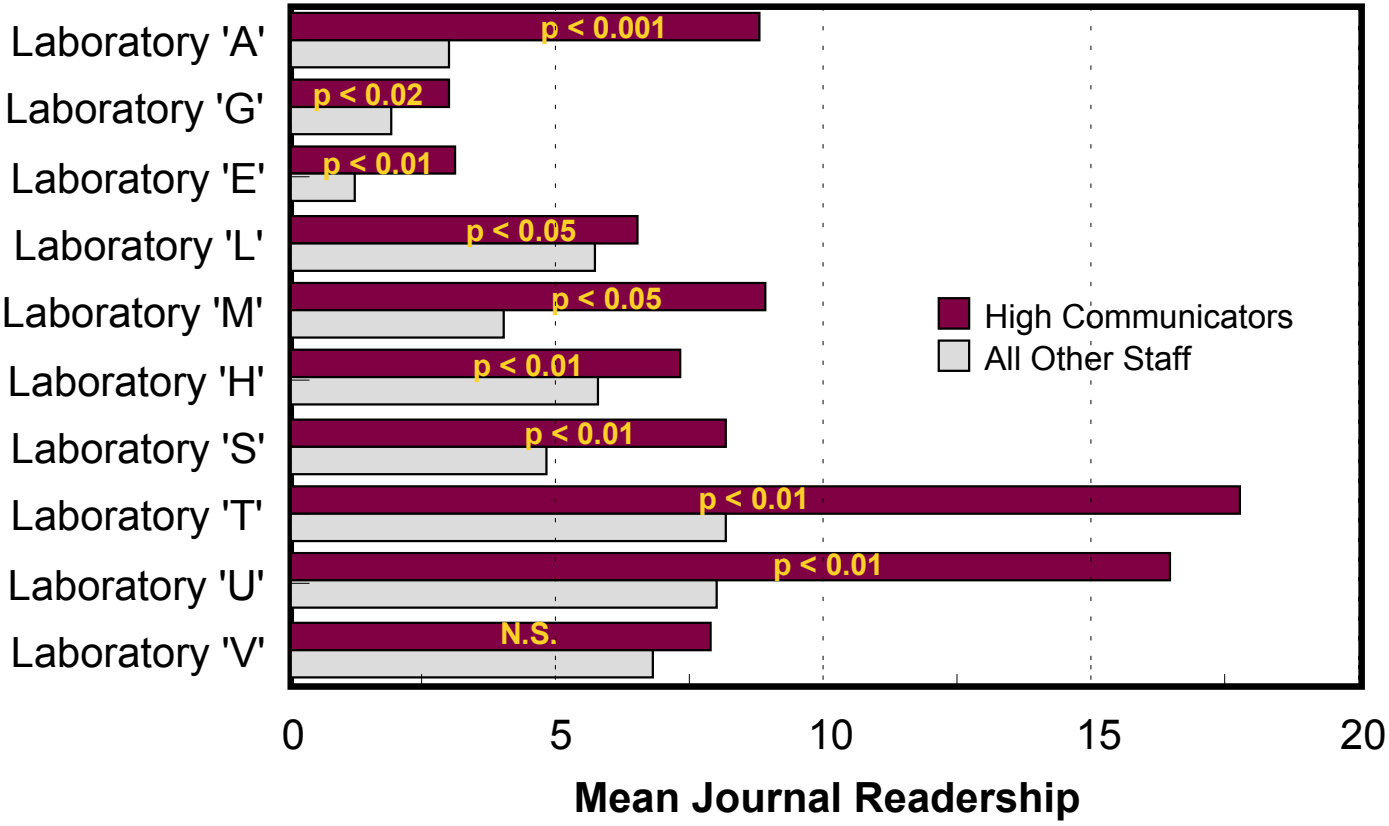


Allen, Thomas J., 1977. *Managing the Flow of Technology: Technology Transfer and the Dissemination of Technological Information within the R and D Organization*, MIT Press, Cambridge, MA.

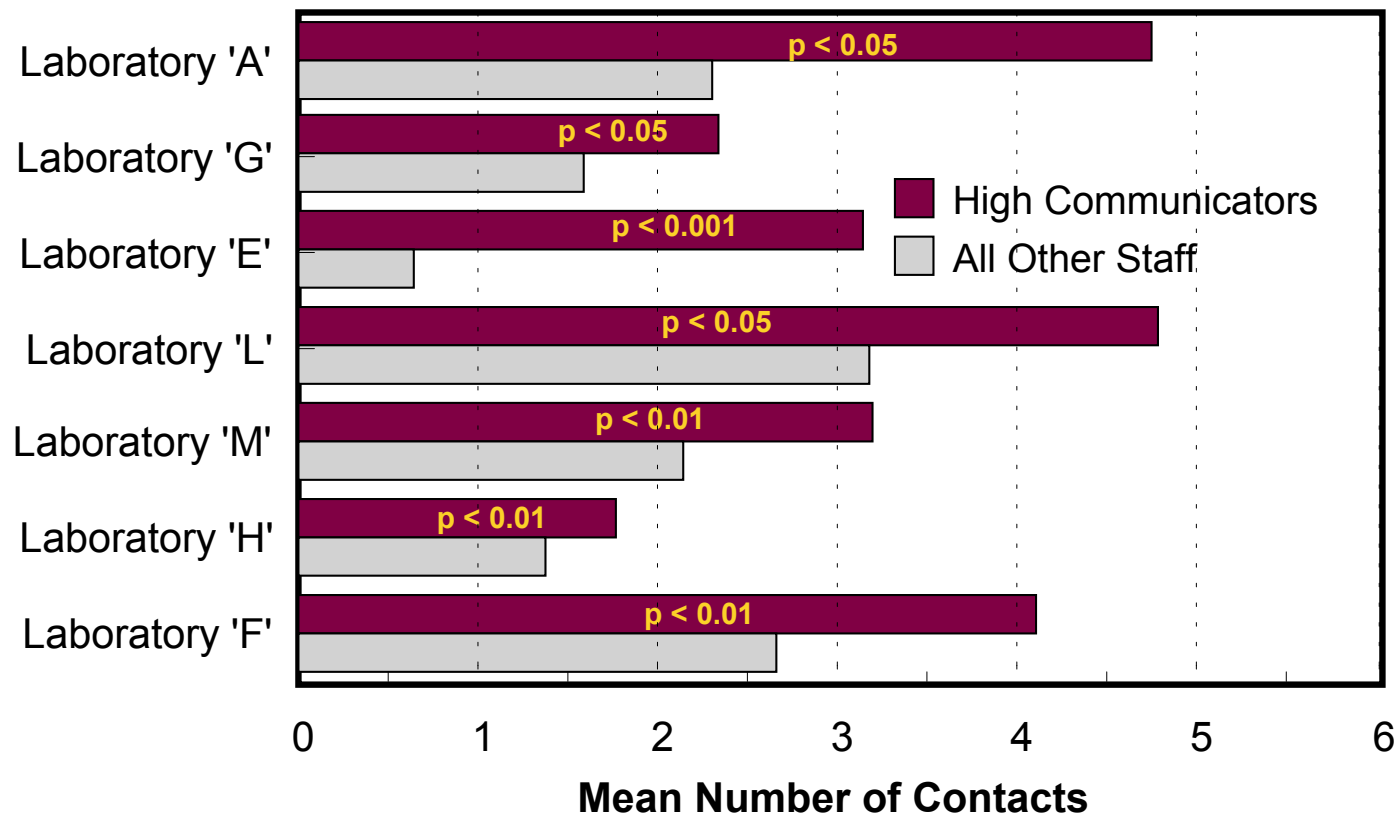
Communication Network in a Small Laboratory



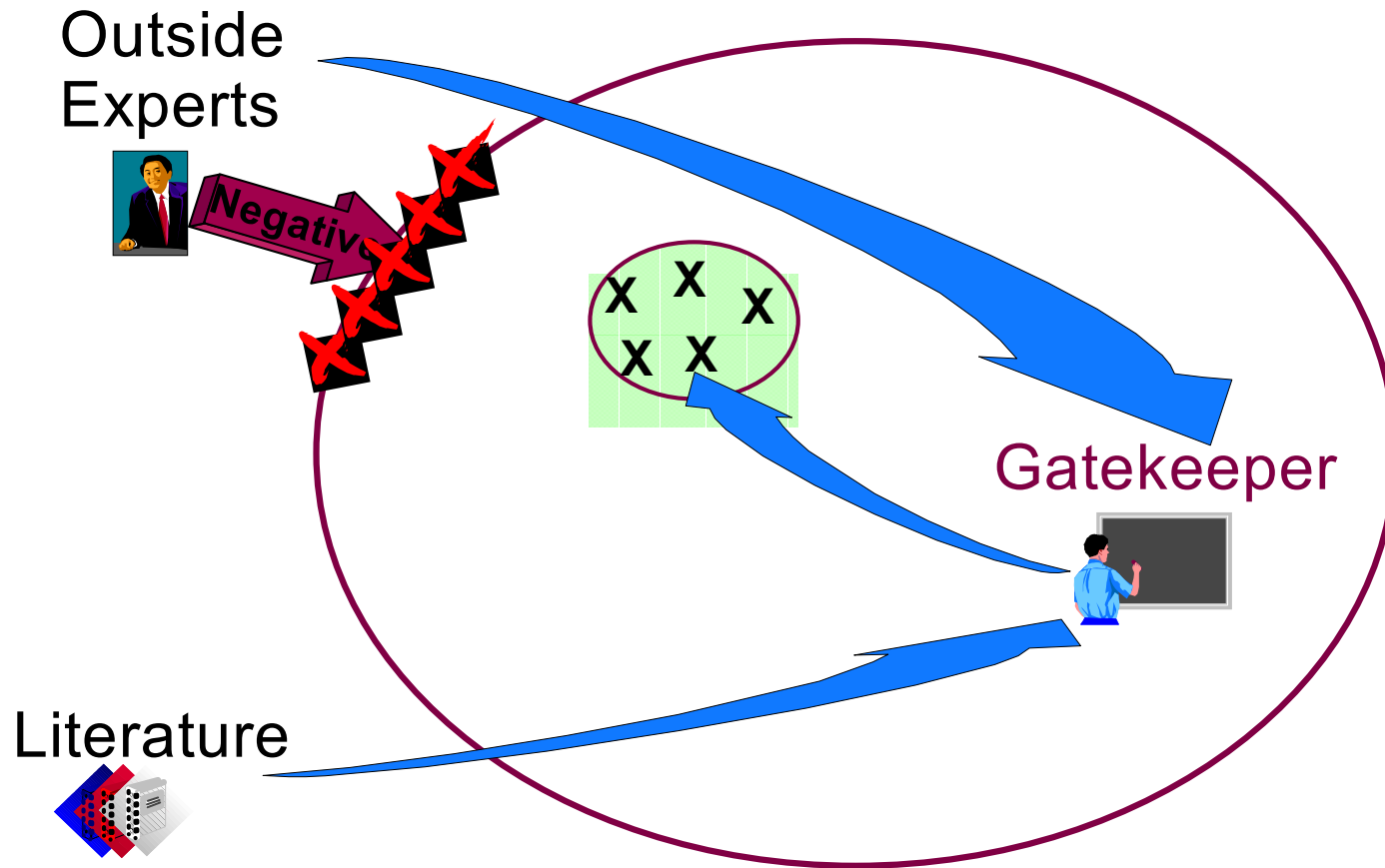
High Communicators Compared with Colleagues in Readership of Refereed Journals



High Communicators Compared with Colleagues in Terms of Regular Informal Contact Outside of the Organization



The Gatekeeper as a Link to Outside Technology



Gatekeeper Characteristics



- **High Technical Performance**
- Not 'just communicators
- Highest technical performers in the organization.
- Cannot be created by management.
- **Low in the Organizational Hierarchy**
- Concentrated at first level of technical supervision or below.
- Seldom found at higher levels of management.
- Seldom found on the technical ladder.
- **Visibility**
- They are easy to identify.
- Everyone knows who they are.
- **Approachability**
- Must be at least receptive to people.

Part II - Reference Material



Allen, T. J., J. M. Piepmeier, and S. Cooney, 1971.
“The International Technological Gatekeeper,”
Technology Review, Vol. 73, Issue 5.

International Gatekeepers



- ! International Gatekeepers tend to be Engineers or Scientists, who have worked in other countries and returned home.
- ! Engineers and Scientists visiting from other countries had very high foreign contact, but insufficient domestic contact to be International Gatekeepers.