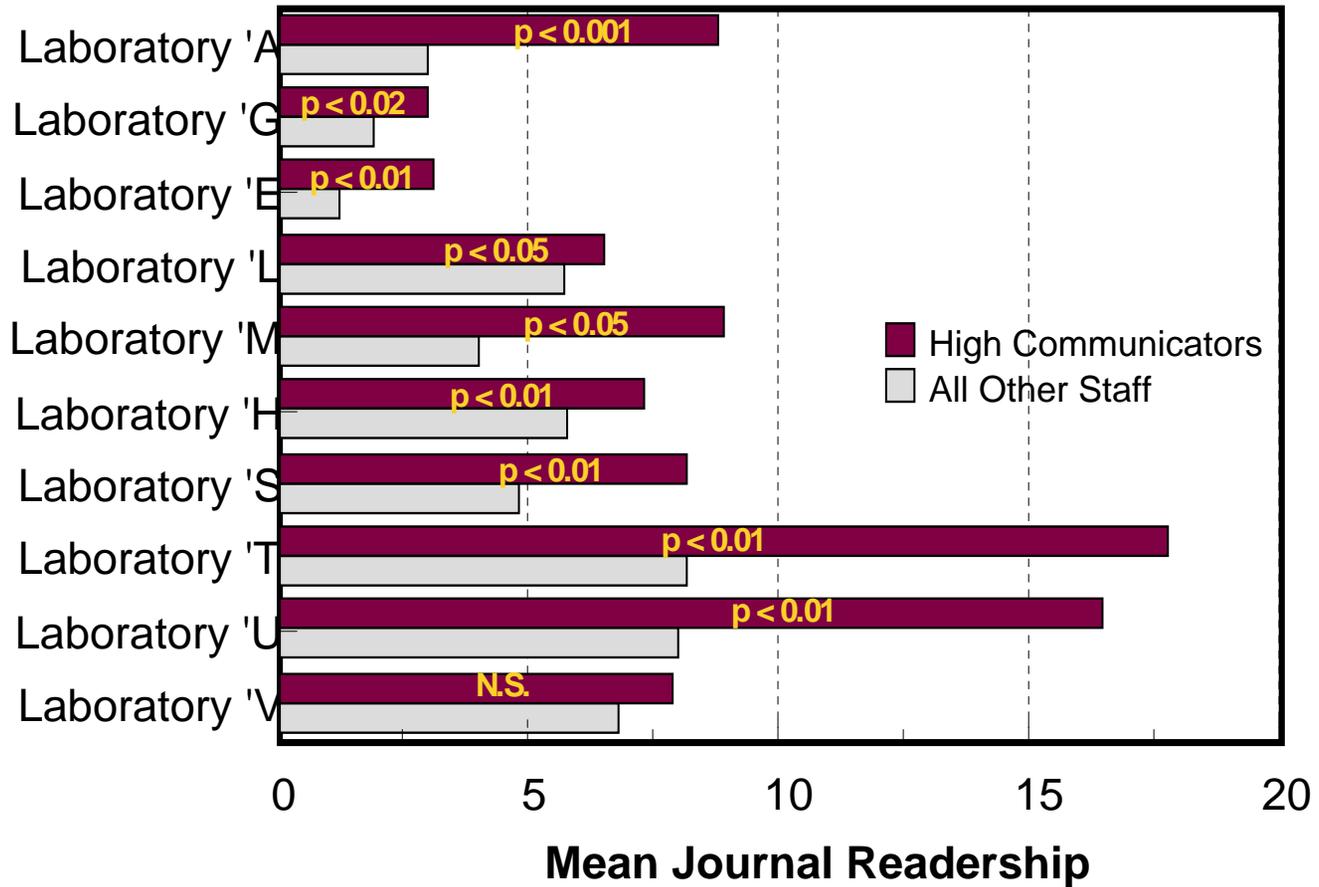


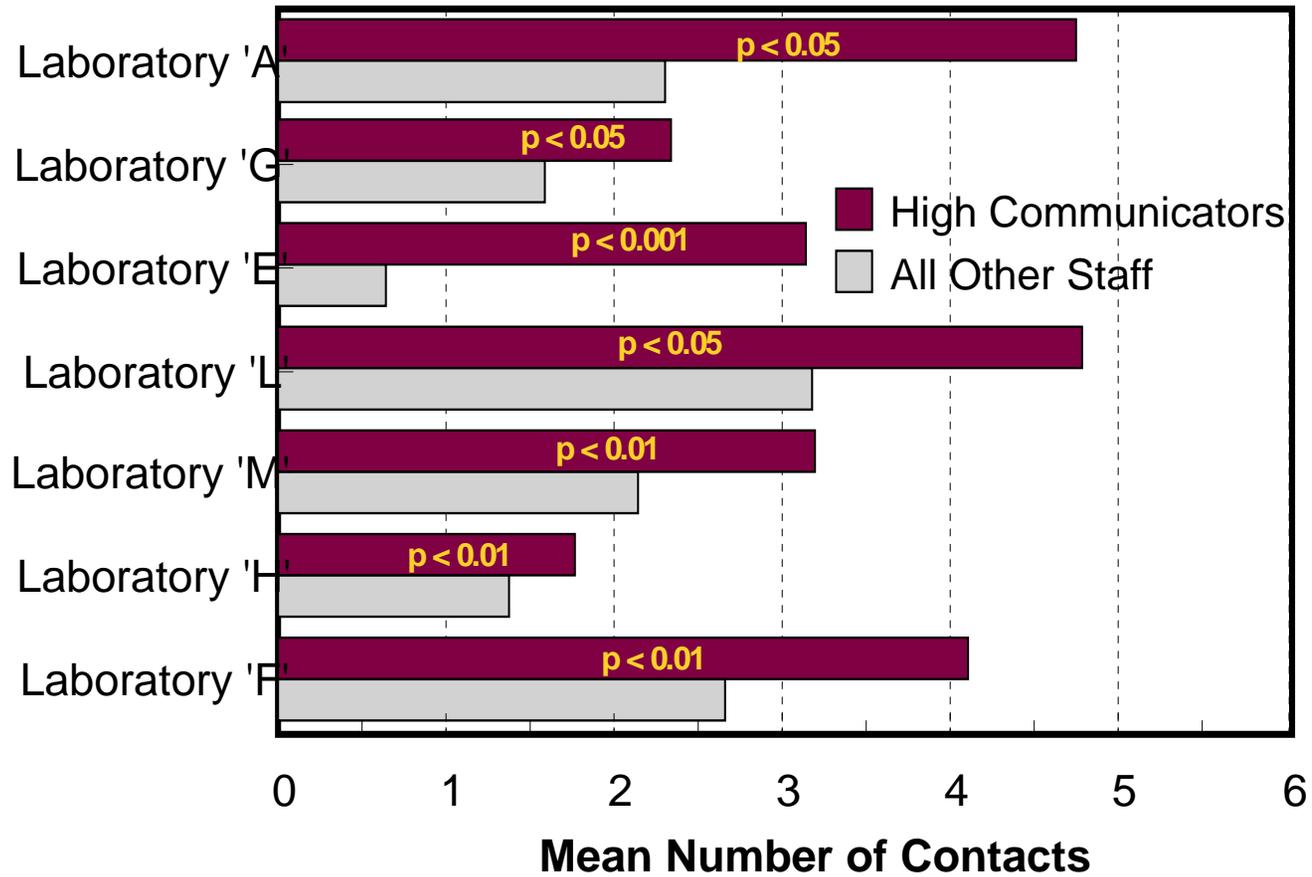


High Communicators Compared with Colleagues in Readership of Refereed Journals



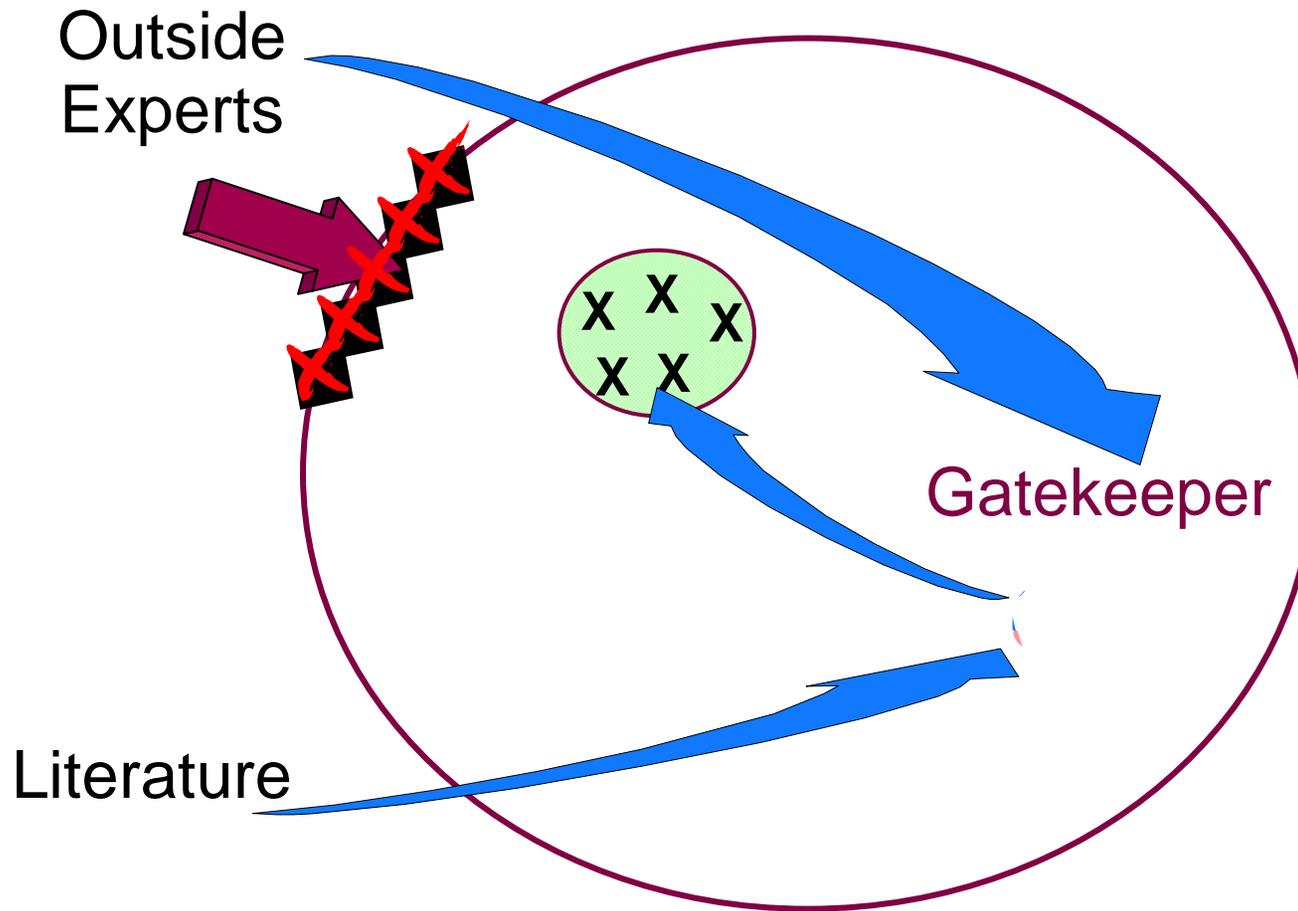


High Communicators Compared with Colleagues in Terms of Regular Informal Contact Outside of the Organization





The Gatekeeper as a Link to Outside Technology





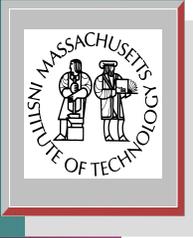
Gatekeeper Characteristics

- **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.



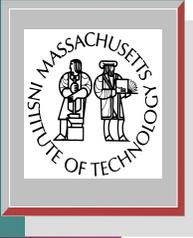
International Gatekeepers

- 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.



Reward Systems

The 'Dual Ladder'

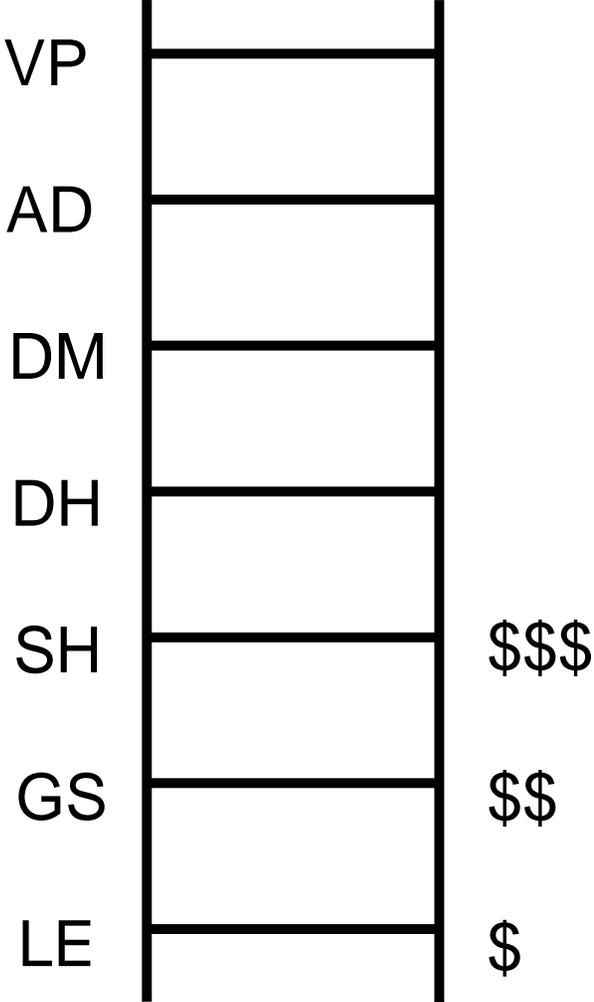


Reward Systems

- The Technical Ladder
 - Where did it originate?
 - Does it work?



A Managerial Career

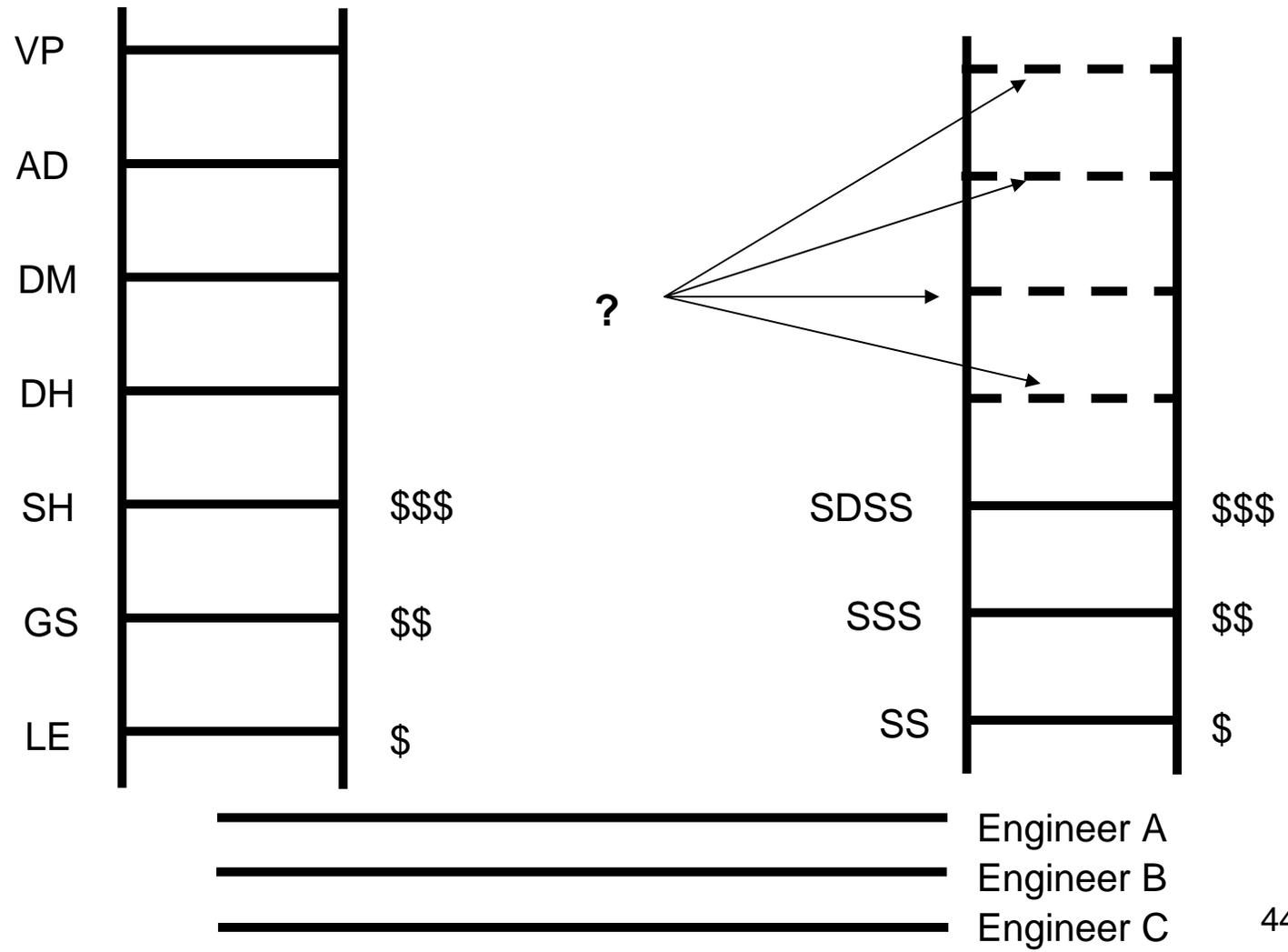




The Dual Ladder

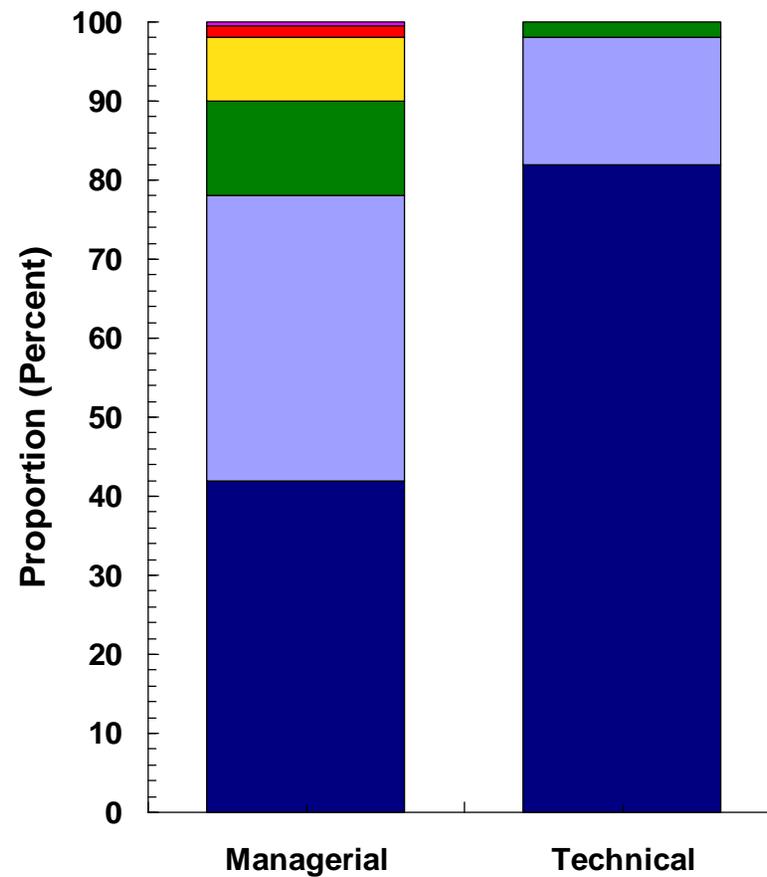
Managerial

Technical





Distribution of Positions in One Firm's Dual Ladder

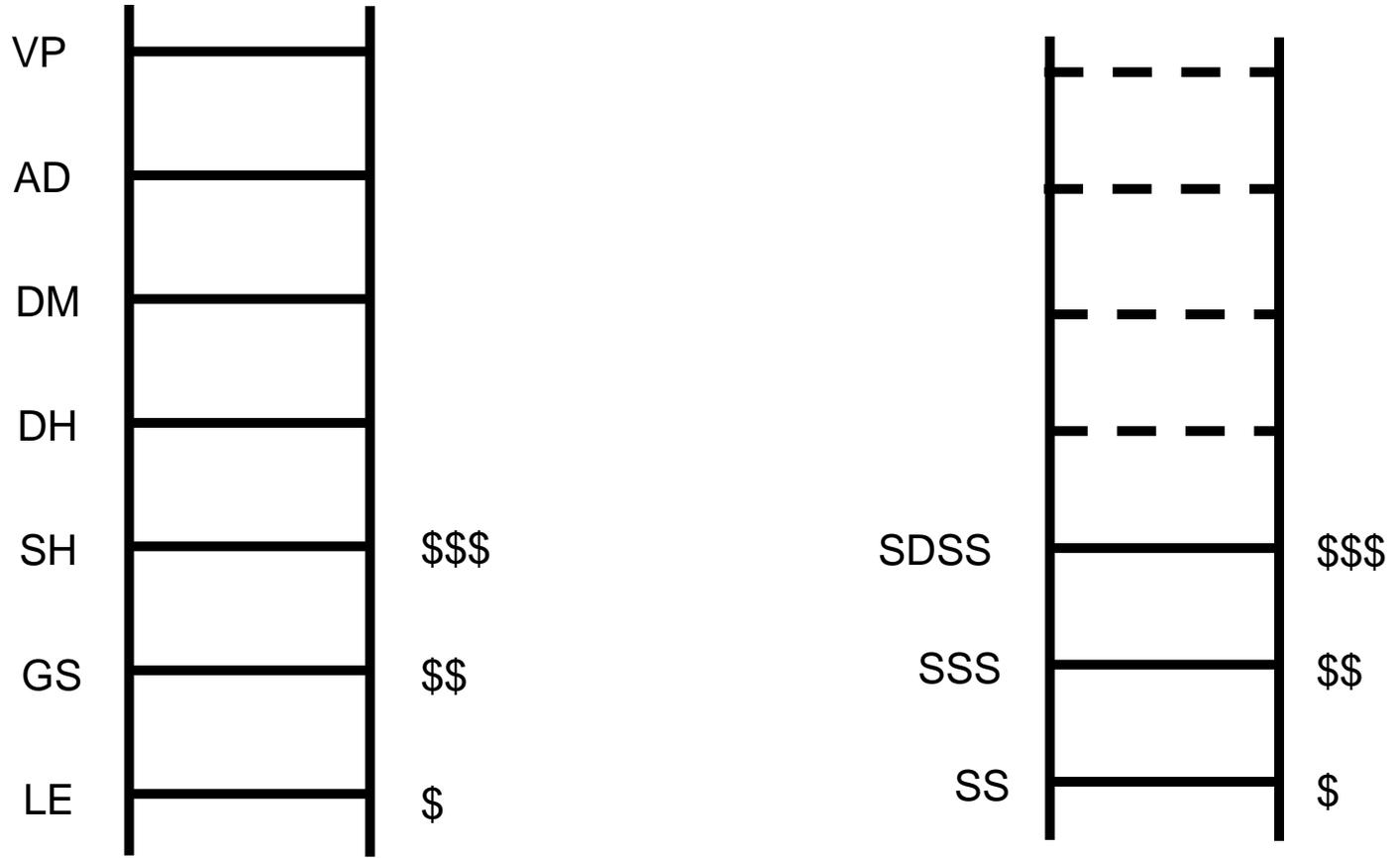




The Dual Ladder

Managerial

Technical



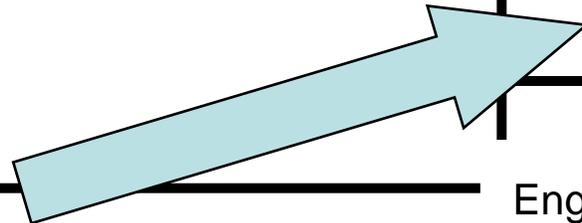
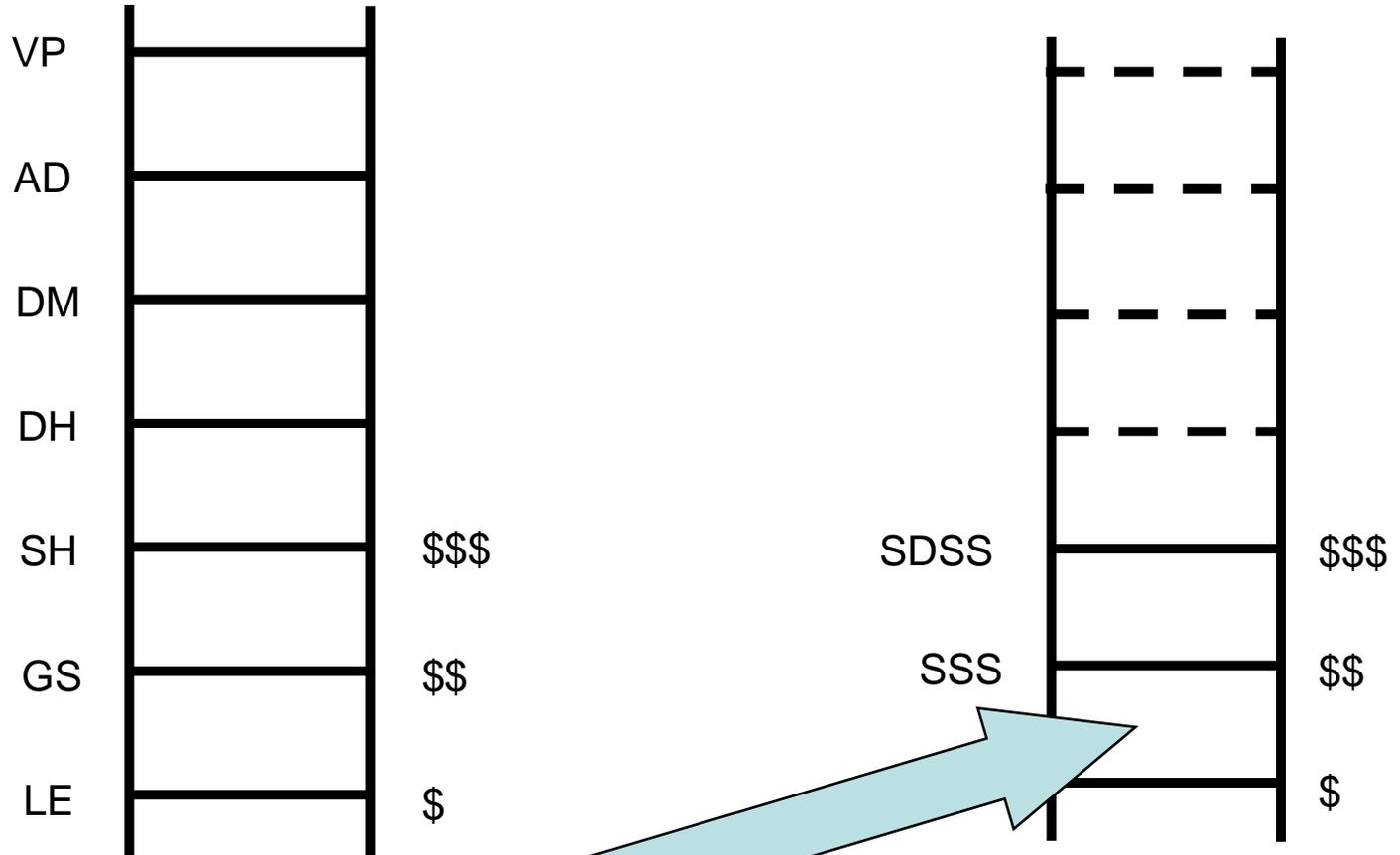
Engineer A
Engineer B
Engineer C



Criteria for Technical Ladder Promotion

Managerial

Technical



Engineer A
Engineer B
Engineer C



The Biggest Problem with the Dual Ladder

Managerial

Technical

