

MAR10-2009-000575

Abstract for an Invited Paper
for the MAR10 Meeting of
the American Physical Society

George E. Pake Prize Talk: Leading Applied R&D: Seeking Serendipity

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I will talk about the leadership of applications oriented R&D. I plan to include remarks on the ways in which industrial laboratories can be useful, how they should be organized and led, why the customers for R&D are always wrong, the importance of productive people collisions (and the leadership's role in making them happen), how to use matrices of knowledge, the uses of real and synthetic laboratory alumni, MBWA and MBAQ, and how to estimate the monetary value of an industrial research laboratory. I will include sea stories from real life, especially from the GM Research Laboratories as I remember it when I saw it first hand (1982-1993).