

1990. XV, 221 pp. Hardcover DM 49.-ISBN 3-540-51375-2

From the reviews:

"This is one of those books that you cannot put down once you have started to look in it. It is a book that I wish had been available many years ago when, as a young newly appointed scientific manager, I was struggling with a mass of new ideas, rules, procedures, etc.: it would have saved me (and, no doubt, some of those I was managing) a great many headaches.

... Managing Creativity in Science and **High-Tech** bears proof of his (i.e. Kay's) vast experience in managing scientific and technological research and development. Many of his ideas will cause not a few eyebrows to be raised: 'Employees have a right to know where they stand'; 'In the world of hi-tech, women are underrepresented'; 'The need for praise and recognition is never fully satisfied'; 'Don't com-

pete with the people you manage'. A guide for Some other findings in the book might with advantage be adopted by many an organisation: 'Bureaucracy **ambitious** is the antithesis of creativity. In a hi-tech environment where creativity is to be nurtured, introduction or chan**professionals** ge of any administrative procedure should be subject to line management concurrence' and 'Be adamant in rejection of procedures that

are defended purely on the basis of their long-lived existence. Creativity can only flourish in an environment that allows for change'.

The book is an absolute must for all engaged in the hi-tech industry, university and government laboratories, and engineers and scientists in, or moving to, administrative positions." Elektor Electronics



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