

**HAS ANYTHING CHANGED?**



# Holst's Rules [1946]

1. Engage competent scientists, if possible young, with academic experience
2. Do not pay too much attention to detailed previous experience
3. Give a good deal of freedom and leeway to idiosyncrasies
4. Let them publish and take part in international scientific activities
5. Steer a middle course between individualism and strict regimentation; base authority on real competence; in case of doubt, prefer anarchy
6. Do not divide according to disciplines: create multidisciplinary teams
7. Give independence but ensure that leaders and staff are thoroughly aware of their responsibility for the future of the company
8. Do not try to run research laboratories on a detailed budget system
9. Encourage transfer of competent senior people from the research laboratories to the development laboratories of product divisions
10. In choosing research projects, be guided not only by market possibilities, but also by the state of development of academic science

# Building Blocks of the Creative Climate [2007]

1. Hire the best people - "the best of the best"
2. Maintain many direct contacts with customers
3. Ensure researchers feel that their initiatives and creative ideas are appreciated
4. Use contacts across the boundaries of discipline as a source of the most creative ideas
5. Ensure sound balance between structure and "anarchy"
6. Provide a good infrastructure
7. Cooperate with the best research players in the world