

Part I - Reference Material

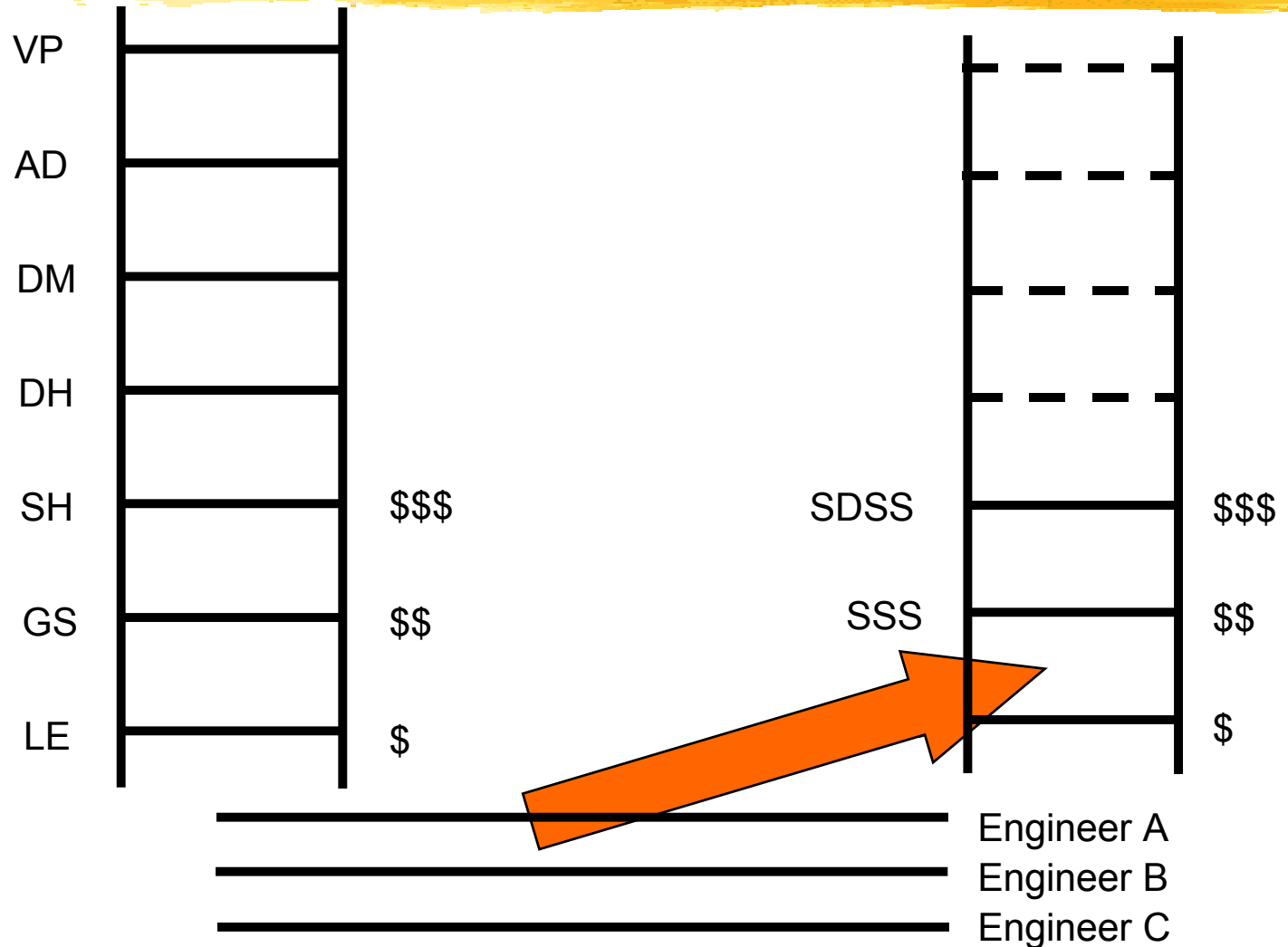


Allen, Thomas J. and Ralph Katz, 1986. "The dual ladder: motivational solution of managerial delusion?" *R&D Management* Vol. 16, Issue 2, pp 185-197.

Criteria for Technical Ladder Promotion

Managerial

Technical



The Dual Ladder

Managerial

Technical



Part II - Reference Material



Allen, Thomas J. and Ralph Katz, 1991. "The Treble Ladder revisited –Why do Engineers lose interest in the Dual Ladder as they grow older," *International Journal of Vehicle Design*, Vol. 12, Issue 5-6, pp 478-488.

Allen, Thomas J. and Ralph Katz, 1992. "Age, Education and the Technical Ladder," *IEEE Transactions on Engineering Management*, Vol. 39, Issue 3, pp 237-245.

Proportion of Engineers & Scientists in Ten Organizations Choosing Each of Three Possible Career Paths



- MANAGEMENT 32%
- TECHNICAL LADDER 20%
- PROJECT ASSIGNMENT 48%

Career Preference as a Function of Age (N = 1,402)

