Contents

Introductio	111 1	
	1	An Overview of the Scope and Contents of the Book 1
	1.1	The Chemical Industry 1
	1.2	The Role and Breadth of R&D 2
	1.3	R&D Organisation 4
	1.4	R&D Personnel 4
	1.5	Creativity and Innovation 5
	1.6	Project Management 5
Section A:	Harn	essing the Human Resource 7
	1	Building the Scientific Skills Base 11
	1.1	Defining the Skills Base 12
	1.1.1	The Skills Audit 12
	1.1.2	The Skill Requirements 13
	1.1.3	The Skills Gap 14
	1.1.4	Deriving the Skills Gap 14
	1.2	Recruitment 16
	1.2.1	Job Definition 18
	1.2.2	The Advertisement 19
	1.2.3	
	1.2.4	Interviewing 22
	1.2.5	
	1.2.6	The Offer 26
	1.2.7	The Acceptance 26
	2	Developing the People who form the Skills Base 28
	2.1	Management of Performance 29
	2.1.1	Setting Performance Objectives 30
	2.1.2	Reviewing and Monitoring 32
	2.1.3	Training 33
	2.1.4	Reward 35
	2.1.5	Disciplinary Action and Trade Union Representation 36
	2.1.6	Career Development 36
	2.1.7	Succession Planning 40

V	П	T	Co	ntents

3

	3.1 3.2 3.3	Managerial Skills 43 Managing Creative Groups 44 Managing Your Own Career 46		
Section B:	Organising for an Innovative Environment 49			
	1	The Structural Components of an R&D Organisation 53		
	1.1 1.1.1 1.1.2 1.1.3 1.1.4 1.1.5 1.2 1.2.1 1.2.2 1.3	Organisational Environments for R&D 53 The Functional Organisation 54 The Strategic Business Unit 55 The R&D Contractor 56 The Matrix 58 Organisational Comparisons 59 The Internal Organisation of R&D 60 R&D Work Groups 61 Technical Management of Work Groups 62 The Outsourcing of R&D 64		
	2	The Provision of the Appropriate Support 65		
	2.1 2.2 2.3 2.4 2.4.1 2.4.2 2.4.3 2.5 2.6	Analytical 65 Intellectual Property 66 Information and Library Services 67 Information Technology 68 R&D Office Technology 69 Databases 69 Design 70 Toxicology & Regulatory Affairs 71 Chemical and Equipment Supplies 71		
	3	A Financially Sound, Healthy, Safe and Quality Environment 73		
	3.1 3.1.1 3.1.2 3.1.2.1 3.1.2.2 3.1.3 3.2 3.3 3.3.1 3.3.2 3.3.3	Financial Control 73 Budgets 74 Plans 76 Personnel Costs 76 Capital Costs 77 Cost Control 77 Health and Safety 78 Quality in R&D 80 Quality Procedures 81 Continuous Improvement 82 Benchmarking 86		

The R&D Team Manager 42

Section C	: Creati	vity and	Innovation	91
------------------	----------	----------	------------	----

Section D:

1	Creativity and the Nurturing of Innovation 95
1.1 1.2 1.3 1.4 1.5 1.5.1 1.5.2 1.5.3 1.5.4 1.6 1.6.1 1.6.2 1.6.2.1 1.6.2.2	Definitions 96 The Creative Climate 96 The Climate for Innovation 98 The Creative and Innovative Individual 99 Innovation Pathways 100 Innovation based on Core Technologies 101 Innovation which satisfies unmet Customer Needs 102 Innovation based on Scientific Research 102 Innovation using Functional Excellence 103 Tools for Creativity 103 Creative Thinking 104 The Generation of Ideas 105 Brainstorming 105 Synectics 107 Morphological Analysis 108
1.6.3	The Evaluation of the Ideas Generated 109
2	The Protection of Intellectual Property 110
2.1 2.1.1 2.1.2 2.1.3 2.2 2.3 2.4	Patents 111 Inventorship 112 Filing and Prosecution of the Application 113 Infringement of Patents 116 Trademarks 116 Trade Secrets 117 Internal Records 117
3	The Exploitation of Opportunities 119
3.1 3.2 3.3 3.4	Development within the Company 120 Joint Venture 120 Licensing and Assignment 123 Technology Transfer 124
Projec	et Management 125
1	The Selection and Evaluation of R&D Targets 129
1.1 1.1.1 1.1.2 1.1.3 1.1.4	The Development of Existing Products and Processes 130 Cost Benefit Targets 130 Product Quality 133 Plant Output 133 The Environmental Challenge 134

1.2	The Invention of New Products and Processes for Existing Businesses 135
1.2.1	New Product Targets 135
1.2.2	New Process Targets 138
1.2.2.1	New Manufacturing Processes 139
1.2.2.2	New Application Processes 139
1.3	Strategic Research Targets 139
2	The Innovation Chain 142
2.1	New Product Innovation Chain 142
2.1.1	Speculative Research 143
2.1.2	Process Development 144
2.1.2.1	HSE and Product Registration 145
2.1.2.2	Pilot Plant Manufacture 147
2.1.2.3	Field and Customer Trials 147
2.1.3	Trial Manufacture 148
2.1.4	Market Launch 148
2.1.5	Establishment of the Manufacture and Sales 149
2.2	Time Management and the Innovation Chain 149
2.2.1	The Faster Evaluation of New Products 150
2.2.2	The Faster and Increased Return on Investment 150
2.2.3	Lead Times and the Development Risks 154
2.2.4	R&D Management Issues 155
2.2.5	The Interfaces between R&D, Manufacturing, and Marketing 157
2.2.6	The Overall Management of Time 158
2.2.0	The Overall Management of Time 136
3	The Project Management Skills 159
3.1	Manager and Team Selection 160
3.2	Project Definition, the WHAT, WHEN and
	Constraints 162
3.3	Resource Allocation 165
3.4	Planning, the WHO and the HOW 166
3.4.1	WHO 166
3.4.2	HOW 167
3.4.2.1	Gantt Charts 167
3.4.2.2	Network Diagrams 167
3.4.2.3	Critical Paths 168
3.4.2.4	Program Evaluation and Review Technique 169
3.5	The Formal Launch 169
3.6	Monitoring and Controlling the Project 170
3.7	The Completion of the Project 171

General References 173