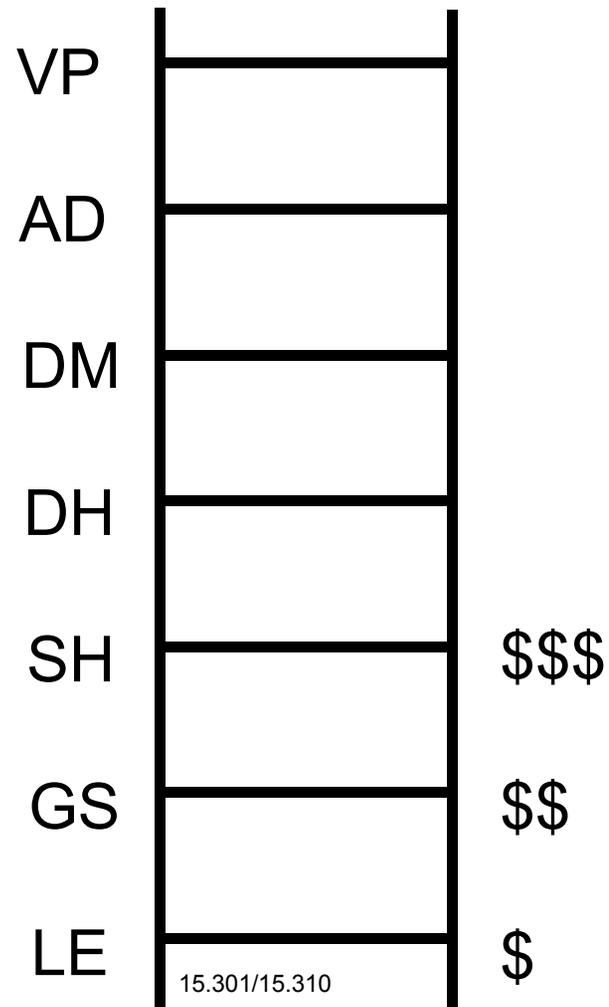


# A Managerial Career

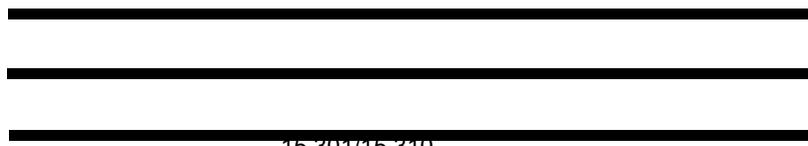
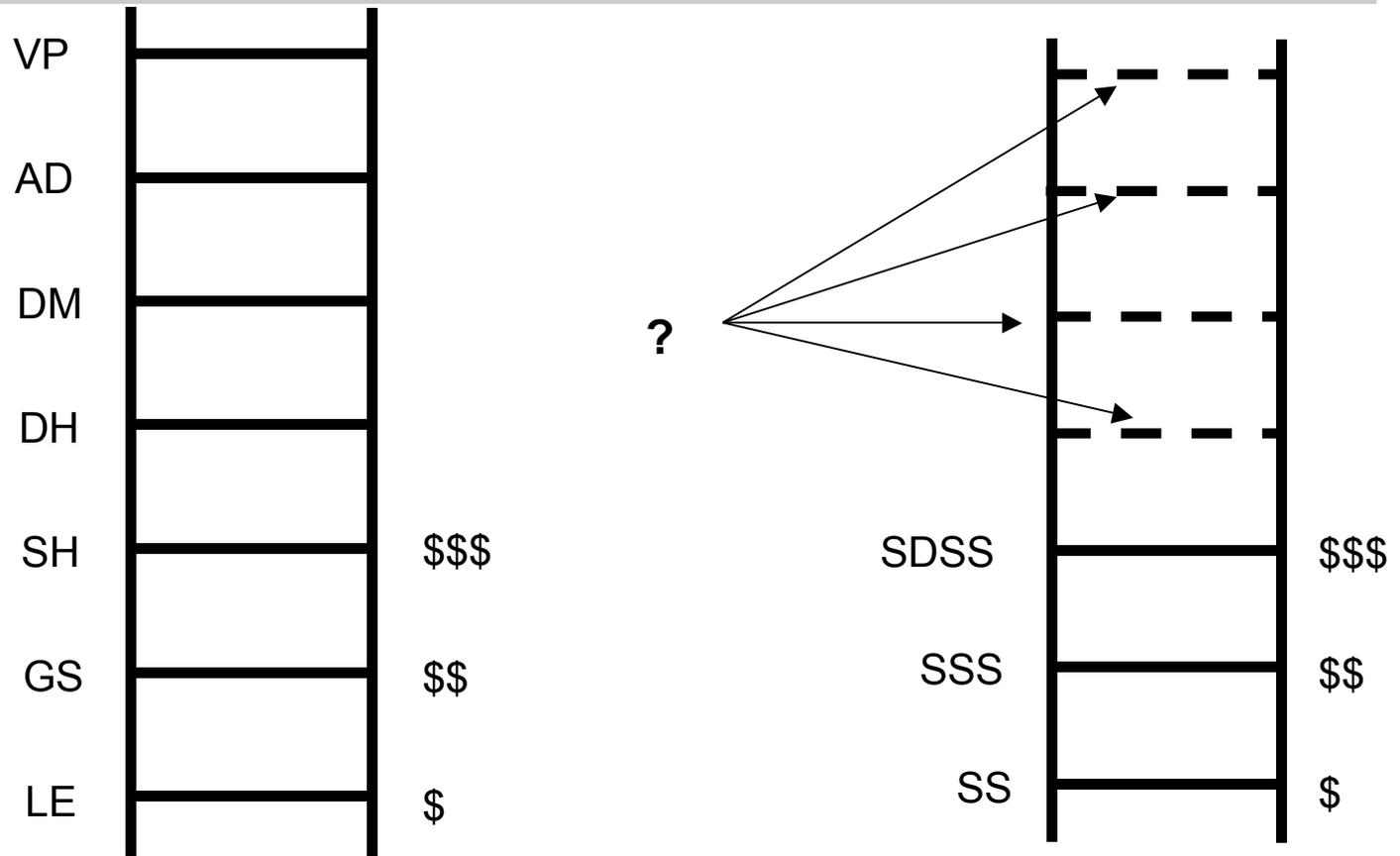
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# The Dual Ladder

Managerial

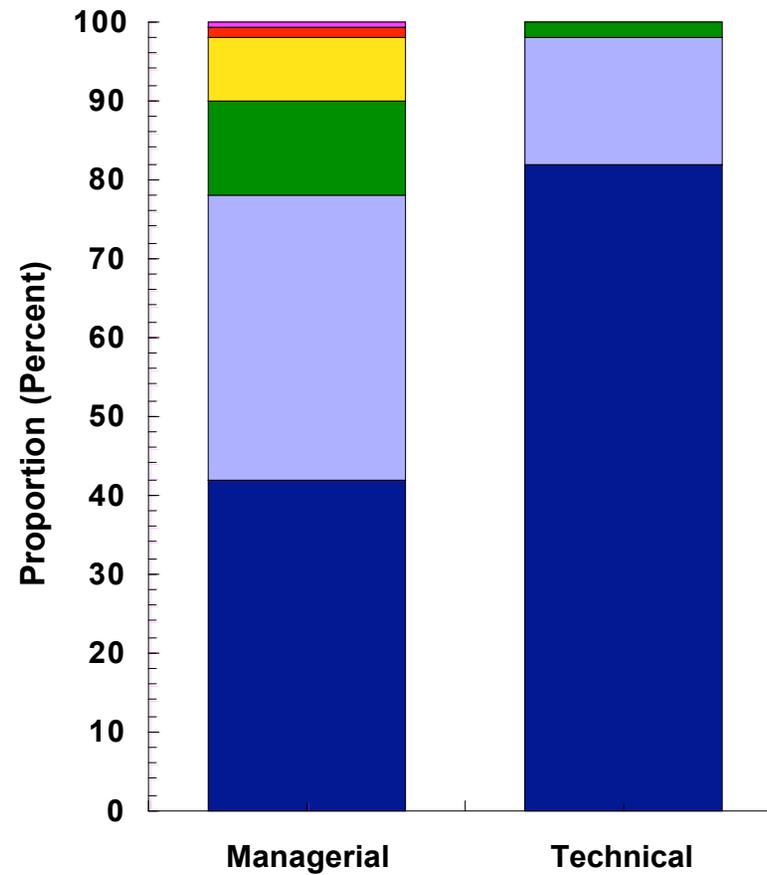
Technical



Engineer A  
Engineer B  
Engineer C

# Distribution of Positions in One Firm's Dual Ladder

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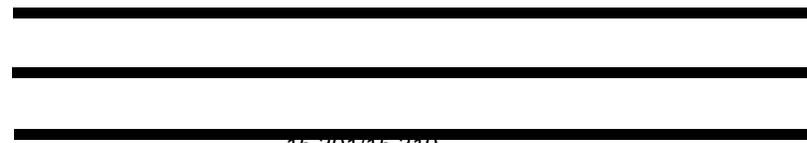
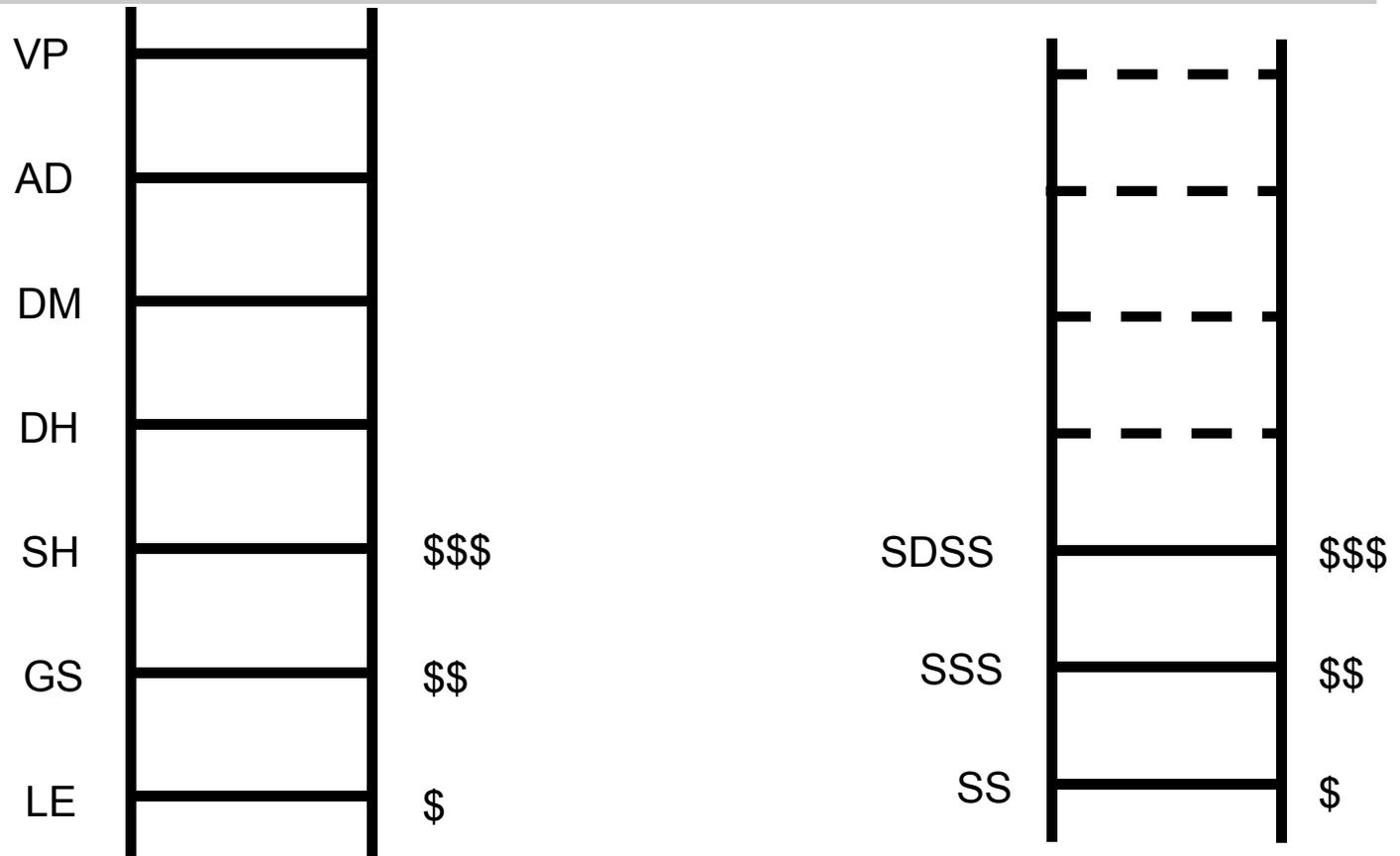


15.301/15.310

# The Dual Ladder

Managerial

Technical

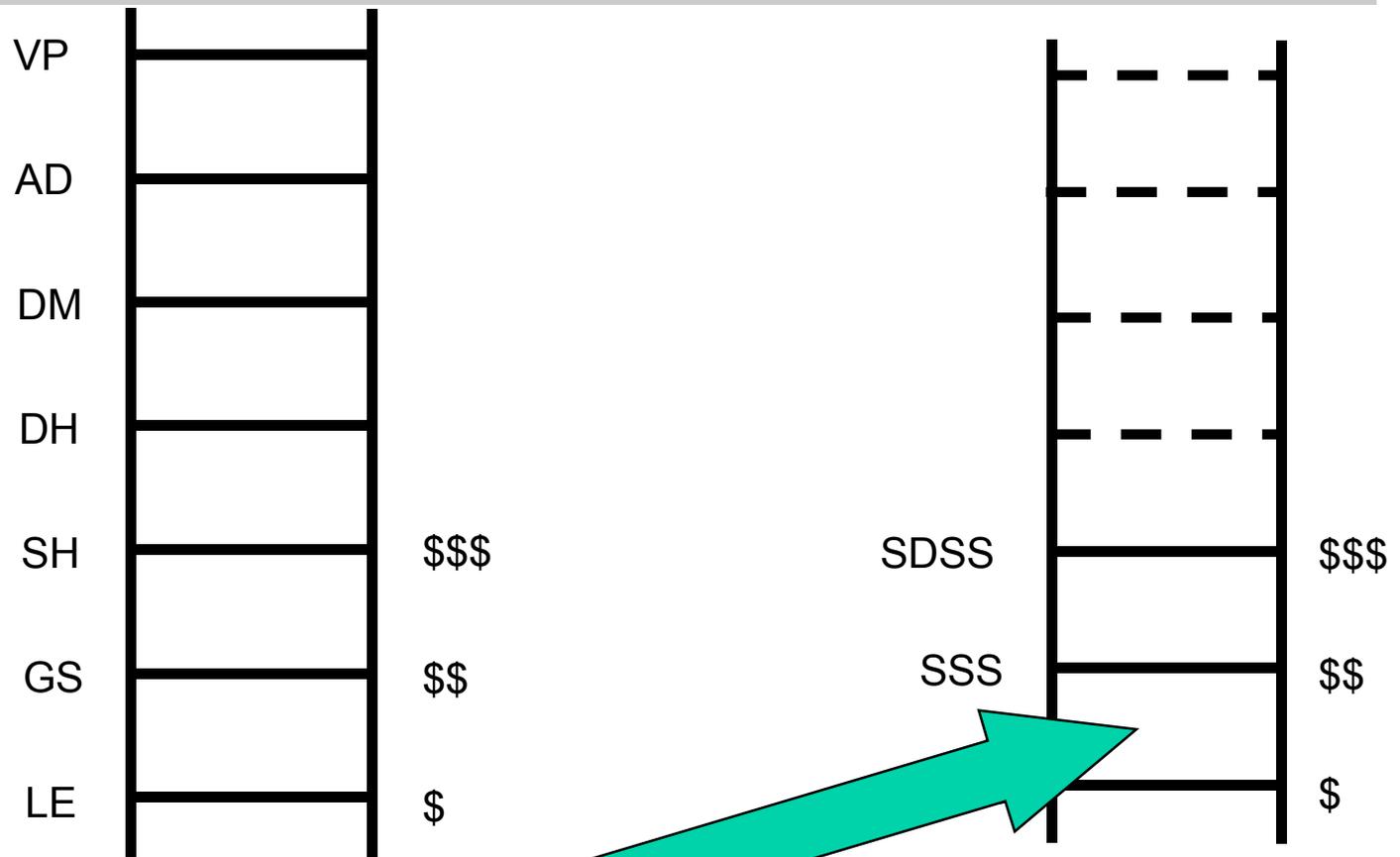


Engineer A  
Engineer B  
Engineer C

# Criteria for Technical Ladder Promotion

Managerial

Technical

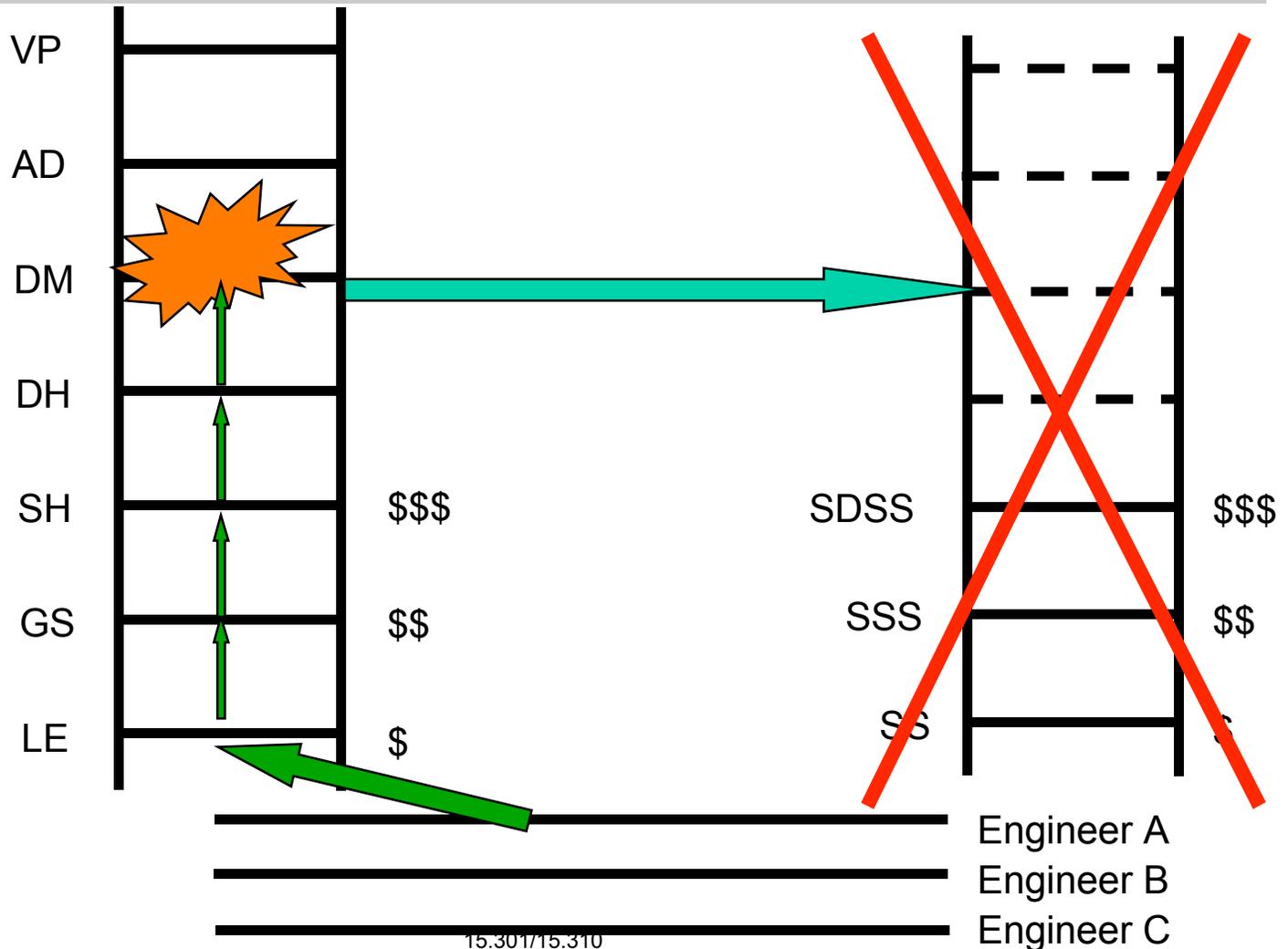


Engineer A  
Engineer B  
Engineer C

# The Biggest Problem with the Dual Ladder

Managerial

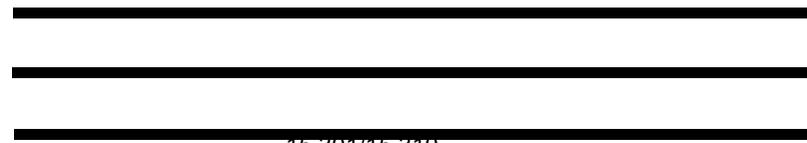
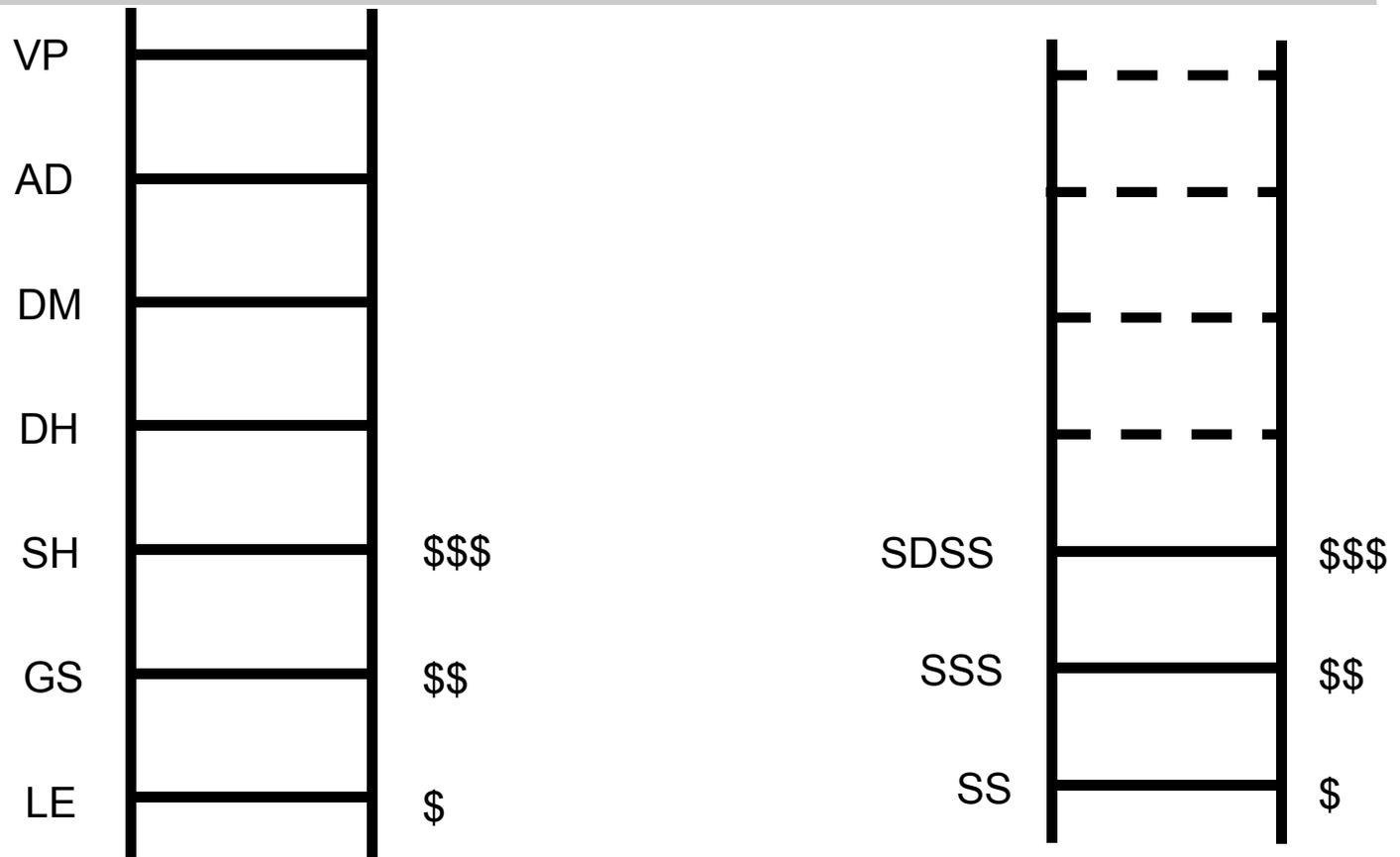
Technical



# The Dual Ladder

Managerial

Technical



Engineer A  
Engineer B  
Engineer C

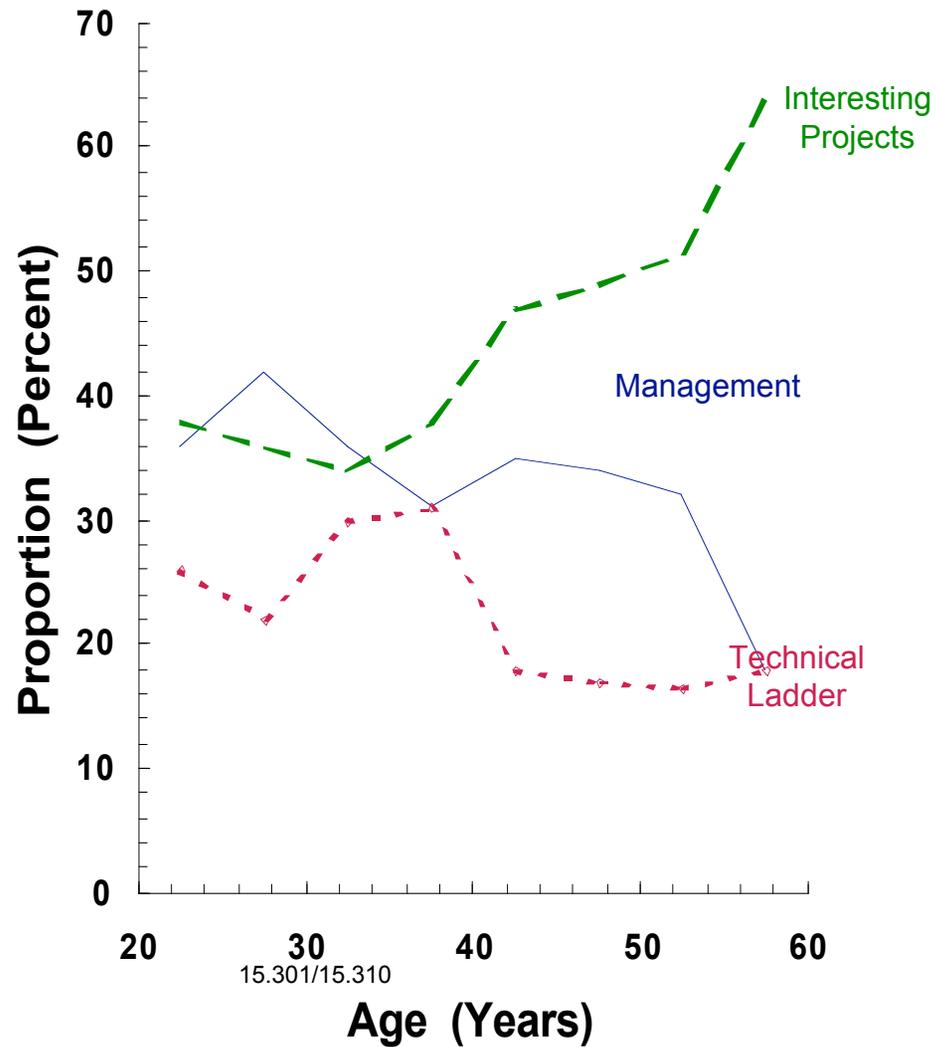


## Proportion of Engineers & Scientists in Ten Organizations Choosing Each of Three Possible Career Paths

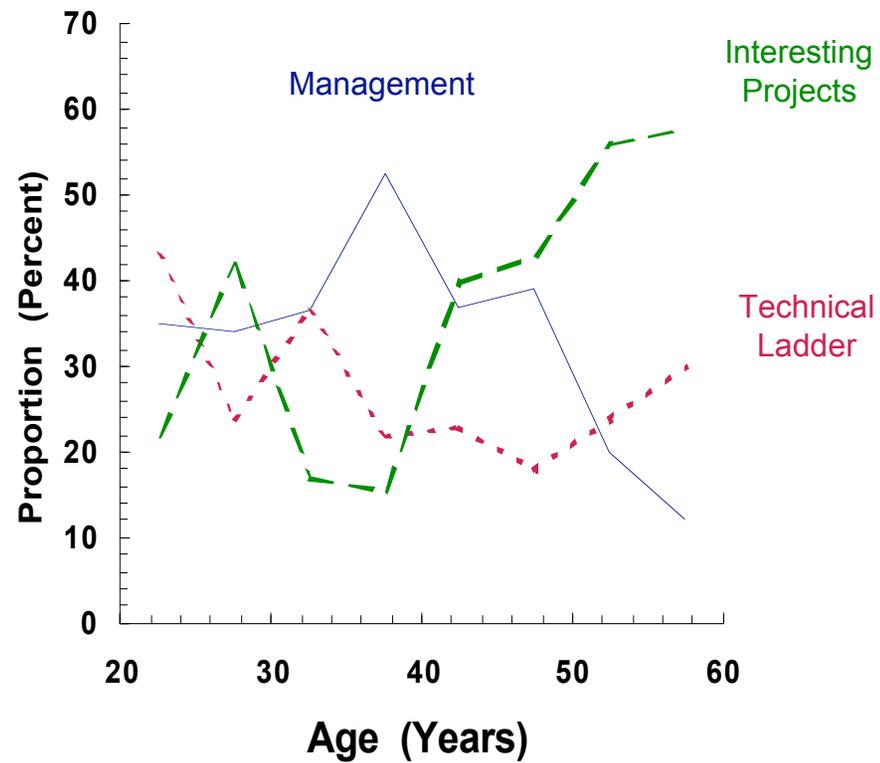
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- MANAGEMENT 32%
- TECHNICAL LADDER 20%
- PROJECT ASSIGNMENT 48%

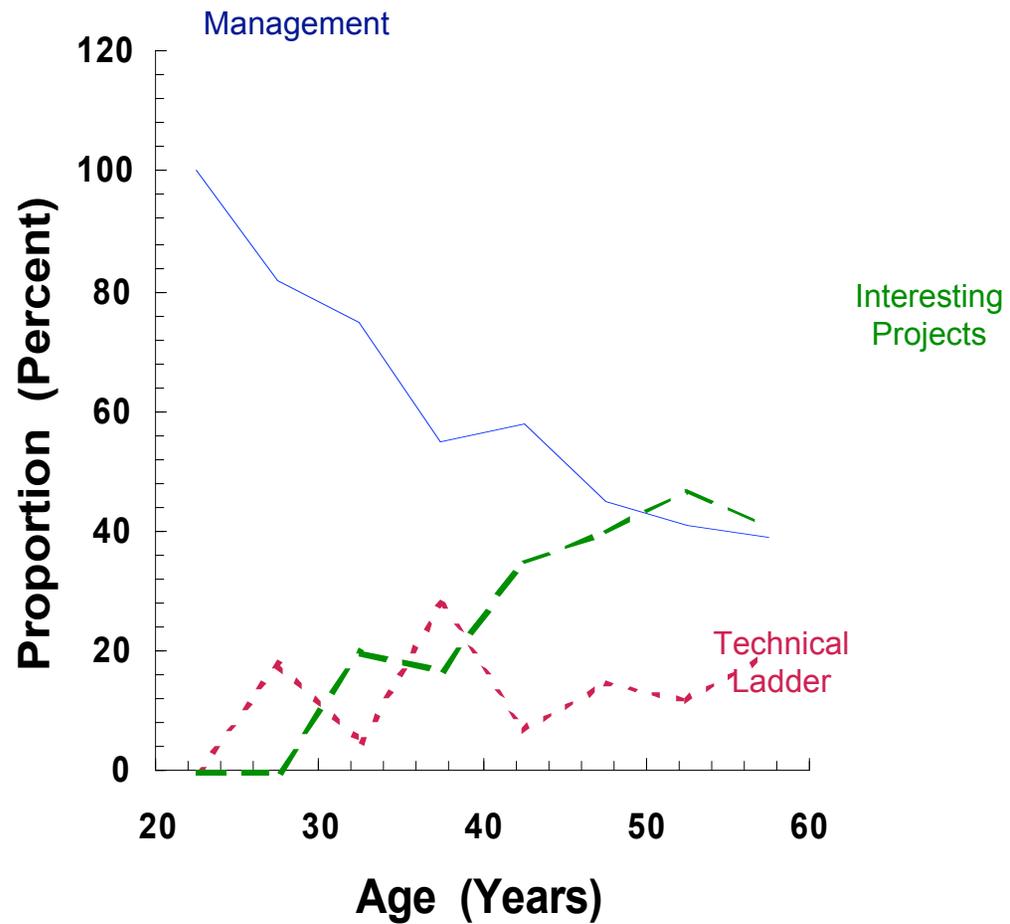
## Career Preference as a Function of Age (N = 1,402)



## Career Preferences of Technical Ladder Staff as a Function of Age (N = 351)



## Career Preferences of Managers as a Function of Age (N = 374)



# References

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