



What Made the NE Hub Work?

■ Competitive Proposal Process

- Picked a general problem and then let the competitors figure out the details (and focused on beating their competitors)
- Evaluated them on their:
 - Detailed problem definition
 - Approach to solving it
 - Team to execute that approach

■ Focused on Solving Specific, Game Changing, Challenge Problems

- They were defined by and are considered important to industry
- Used to focus Hub activities and guide hard resources allocation issues
- Fed made sure the Hub “stayed on target”

■ Light Federal Touch

- Once a “top notch” leadership team was hired, stood back and let them do their job (and sometimes had to make them!)
- Worked on a daily basis to keep the regular DOE management style from creeping in

■ Timing is Critical

- On one hand, provided a sense of stability
 - Attracted and retained the best minds
 - Gave researchers the opportunities to make mistakes and learn from them
- But with a “fierce sense of urgency”
 - Important for the Hub to stay lean & mean
 - Hub need to:
 - Get in
 - Do something valuable
 - Get out
- Ultimate success depends on the deployment of their technology