

# Project Management and Projects of Applied Physical Chemistry

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Project Management as well as general Management is in the focus of all industrial companies. It is rather difficult to incorporate in larger structures of companies a corporate unity. There are basic requirements for each of the manager in any organization, namely the readiness to take part in a learning process, the capability for a receptiveness to accept orders and also to incorporate views and knowledge from experts. This latter demand should also not lead to non-acceptance for any manager in the sense of the idea is not invented by him. The more complex the projects are, the more important become these properties. The complexity of projects is at least two dimensional, one into the direction which affords an extreme scientific perception in one field of science, and the second one in the knowledge of several areas of science and technology.

The information about leadership and management is immense. A pioneer of leadership was Abraham Lincoln [1]. His performance was revolutionary and has been named as MBWA "Management by Wandering Around" [2]. Somehow, the two publications could be regarded as rather strange in respect to our subject. However, Anton Schaerli, Plant Manager of the CIBA-GEIGY Ltd., Basel executed the MBWA perfectly and we had the chance to admire his performance. An occasion to come in a close contact with Anton Schaerli occurred with the project "Burning of Dioxin containing Waste from Seveso" [3]. The burning action has been decided between the Federal Minister Alphons Egli and the President of our company Dr. Louis von Planta. No further steps about the burning project were announced by Dr. PD Bruno Böhlen, Director of the "Bundesamt für Umweltschutz" and President of the Commission of Experts during a period of practically one year after the first announcement of the destruction. A planned demonstration against the burning was my motivation to study the physicochemical data of 2,3,7,8-TCDD, mainly the partial pressure and the stability. I wrote a proposal for the destruction using a nontoxic test substance, comparing the stability in the laboratory of the two substances, performing test burnings under controlled condition with this nontoxic substance and estimate the risk for the destruction for the TCCD. I was nominated a few days after my proposal as project leader "Thermokinetik und Kurz-Intervall-Spuren-Analyse (KISA)" under the guidance of A. Schaerli. My education with the thesis with Prof. Werner Kuhn, University of Basel [4] and my postdoctoral years by Prof. Harold

Johnston at the University of California, Berkeley Campus [5, 6] were ideal prerequisites for the gas phase destruction of the Dioxin at high temperature. The final destruction of 2,3,7,8-TCDD in the stack gas after the washing unit resulted at a temperature in the rotary kiln of 1500 °C in a value of better than 99,9999%.

My laboratories were involved during the same time of the waste destruction in a stability improvement for a medicament applied in the treatment of leaver diseases. The substance was a Pentaoxyflavane which was extracted from plant leaves. The crystal modification first detected by Freudenberg was an unstable hydrate and therefore changes of the crystals in the pharmaceutical formulation occurred. I proposed at a Manager Meeting of CIBA-GEIGY an investigation in my laboratories in prognosticating to find a more stable crystal form. The stable crystal form was found and could be easily produced. Finally, a patent has been written. Every year several projects were discussed and in case of the possibility that our group could make a contribution we formulated a proposal.

The many instrumental projects such as the Resolution of DSC, the Heat Capacity of Polystyrene, the Multicycle DSC method, the Characterization of Pharmaceuticals and additional ones were executed in close cooperation with Erwin Kaisersberger and additional coworkers of Netzsch [7-11].

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