

ARTICLE REVIEW

LCDB7001
LCDB7001

Student ID: 1708843

Student Name: Tanzeela Asif

**Submitted to: Dr.
Gladius Kulothungan**

ARTICLE REVIEW

This is a review of a research article 'I can do that alone...or not? How idea generators juggle between the pros and cons of teamwork' by Dirk Deichmann and Michael Jensen published in October 2017 by John Wiley & Sons, Ltd.

Deichmann and Jensen (2017) believe that the ideas of employees are potential source of competitive advantage for the company, and to ensure the success of the idea the employees create an informal team. The main advantage to develop the idea in a team is to come across diverse expertise and knowledge of other people, and increased coordination cost and diminished motivation comes up as major drawbacks of developing the idea in a team. The concept of developing the idea alone is the main area under discussion throughout the study, which rises the two trade-offs, first is team delivers access to additional resources but increases coordination cost, second one is sharing the risk and reward with the team. The author is finding a middle ground to support the trade-offs, that radicalness of the idea is main driver to generate the idea in a team, whereas the shared reward of the team also shares the risk of idea being successful. The successful idea from the past make others rely on the idea generator who developed the idea alone.

Further researcher is curious if the employees are given the choice to generate idea in a team or alone? The literature deepens the understanding of the researcher that probability of idea success is less; if idea is developed alone, and it can also affect adaptability and innovativeness negatively of an organization. The two trade-offs are main area which provoke the researcher to generate assumptions and produce few hypotheses to testify it through a scientific process. The main assumptions author has made is

1. Radical ideas are positively associated with team idea development.
2. Prior team idea development positively moderates the positive association between radical ideas and team idea development.
3. Prior idea success is positively associated with team idea development.
4. Prior team idea development negatively moderates the positive association between prior idea success and team idea development.

The approach taken by the author provides the opportunity to examine the hypotheses in quantitative framework that nicely compliments an empirical research setting where classification process has been taken throughout the research. The classification is done as successful idea and unsuccessful idea. The longitudinal study consists of 12-year archival records of ideas from an innovation program of a multinational energy company called

‘Enco’ in this research. For the main analysis researcher focuses on 310 idea generators who already have developed one successful idea and have intention to make another idea and are deciding to join a team to develop the idea or not. The model researcher has included consist of several control variables, first team idea development can be affected by employee’s activity and experience, secondly another controlled variable has taken into consideration to catch the similarity of ideas among different idea generators, and the last is different effects of time. The data has been analysed in statistically in Stata 14.1 as heckprobit routine to address sample selection bias. Through the analysis process we find out that all the hypotheses are accepted.

According to Deichmann & Jensen (2017) the accepted hypotheses reflect that the results support the first trade-off, that team idea development and radical ideas by idea generators have positive relation, addition to that previous experience in working with a team heightens this effect. Whereas for the second trade-off the findings shows that idea generator never rules out pros and cons of teamwork, they rather take cost of teamwork into account and take the decision accordingly; if the cost is higher they develop idea alone. The article also has answered the above questions and given insight of the following, firstly drivers and constraints of collaborative idea development, secondly how idea generators generates successful and sustainable idea over the period of time, thirdly the benefits and setbacks of generating idea in a team vs alone, and fourthly difference of perspective of idea generators from the organization about cost and benefit of teamwork.

The topic of the innovation and creative ideas has a vast range of dimensions to be worked on. The title of the article is a commonly asked question but very less testified and the outcome of the research is unexpected in my point of view that idea generators tend to generate idea alone if the coordination cost of the team is higher. The limitations of the research also directs future researcher to work on other dimensions of teamwork and idea generation.

Strict policy on personal data limits the author to get the demographic information. The team formation process has not been discussed in depth, the major limitation is that there some informal characteristics in the process that idea generation is taken as volunteer activity and is also teams to generate an idea is self-formed. The quality of the idea was unknown and should also be included in the limitation according to my point of view.

The beginning of the article provides an informative view of idea generation with team and alone. the argument is entirely convincing that most of the people prefer to work on an idea in a team but explanation has a weakness that Deichmann & Jensen (2017) initially points out the term ‘informal team’ in the first part of the article, the nature of idea which could drive ‘informal team’ to turn into formal team has not been clearly addressed. According to Halverson & Tirmizi (2008), formal team has proper organizational structure and each member of the team is given the task accordingly, whereas in informal team no organizational structured is followed and member may not be given work accordingly because they are not accountable for the project as seriously done in formal team setting. So forming a team is not the best idea (according to this article) to give full access to knowledge and other resources to make the idea successful according to my point of view.

Deichmann & Jensen (2017) also pointed out that the decision of working with the team is usually been taken initially by the organization not by the team members. To create innovation and remain competitive working in teams or in collaborative groups has been a most fashionable practice adopted by many organizations (Korde & Paulus, 2017). At this stage of evaluation I have stance as entrepreneurship student that those idea generators who generate ideas in collaboration may not be able to bring innovation as a lone thinker could do, because great entrepreneurs with successful ideas are generally introverts (Berstein, 2019). In addition to my stance a theory called ‘New Groupthink’ criticizes the trend toward unending collaboration at work, and argues that it results in discrimination of introvert employees (Cian, 2012).

The author of the article has successfully addresses rest of the concepts, the methods Deichmann & Jensen (2017) have adopted is helpful to testify the hypotheses and reduces the biasness. The text is balanced and fairly testified. the author has successfully addressed the issue that according to the findings and discussion working in a team has pros and cons but it is also very essential for innovation and successful development of idea, the article also clarifies that conditions under which idea generators rule out the advantages of teamwork and choose to work alone to develop an idea which has less chance to flourish.

References

- Bernstein, E. (2019). *Why Introverts Make Great Entrepreneurs*. [online] WSJ. Available at: <https://www.wsj.com/articles/why-introverts-make-great-entrepreneurs-1440381699> [Accessed 22 Aug. 2019]
- Cain, S. (2012). The Rise of the New Groupthink. New York Times. Retrieved from <http://www.nytimes.com/2012/01/15/opinion/sunday/the-rise-of-the-new-groupthink.html>
- Deichmann D, Jensen M. (2017) I can do that alone...or not? How idea generators juggle between the pros and cons of teamwork. *Strat Mgmt J.* 2018;39:458–475. <https://doi.org/10.1002/smj.2696>
- Halverson, C., & Tirmizi, S. (2008). *Effective multicultural teams: Theory and practice*. Berlin: Springer.
- Korde, R., & Paulus, P. B. (2017) Alternating individual and group idea generation: Finding the elusive synergy. *Journal of Experimental Social Psychology*, 70, 177-190.