

JOURNAL ARTICLE REVIEW

Deichmann D, Jensen M.

I can do that alone...or not? How idea generators juggle between the pros and cons of teamwork.

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Deichmann D, Jensen M. *I can do that alone...or not? How idea generators juggle between the pros and cons of teamwork.* Strategic Management Journal. 2018;39:458–475. Reviewed by Vishnu Syam Vishnuvinayak Syamlal

Dirk Deichmann and Michael Jensen studied two trade-offs to identify the advantages of working with a team in 2017. The longitudinal study addresses the important terms associated with entrepreneurship inside a firm like corporate entrepreneurship, employee innovation, idea generation, and radical innovation. They analysed the data of an innovation program between 1996 and 2008 of a large European company named Enco is used to show the effect of trade-offs in the decision of the idea generators or corporate entrepreneurs while working in teams. The arguments and contributions are briefed using in-text citations within the article and a long reference list at the end. To have a better understanding of the contributions, they have done the study based on a longitudinal perspective of idea generation and idea development in terms of innovation and teamwork. Identifying the impact of teamwork on Corporate entrepreneurs or Intrapreneurs are addressed by using the unique data of idea generators and their submission to the innovation program. They have tried their best to show the preparedness of innovators in corporate-entrepreneurship to utilize the benefits of teamwork during an idea development phase.

Out of the two Hypothesis, The first hypothesis is addressed through trade-offs between access to resources and coordination associated with teamwork. This is done by prioritizing the impact of radical ideas on team idea development and vice-versa. Secondly, the impact of trade-offs between sharing the risks and rewards concerning prior idea success with team idea development and vice-versa. The purpose of anonymity has forced them to do the study in an empirical setting which makes the study original but similar to the conventional longitudinal approach for analysing organizational teams and their psychology. The participants are from all levels of organizational functions based on prospect

markets, innovative products, and services or even important changes in the process. Even though an efficient plan for getting the output is assessed, Another factor that can be considered biased is that it lacks to mention the participants on the assessment panel which is mentioned as an expert panel in the coding process. Also, it is mentioned that the panel is out of the scope of the business strategy of the company which acts as an independent unit. The authors have managed to collect a huge sample of 12 years with over 2,352 ideas. The ideas were coded under dependent and independent variables and also included several control variables. Both dependent and independent variables are binary variables. The main dependent variable is Team idea development and Idea success is also predicated on further analyses. Radical Ideas are the independent variable which is operationalized using a proxy stemming which measures the confidentiality of developed idea. Idea classified confidential is considered to be the radical idea that has the capacity for a breakthrough. Control variables mentioned are employee activity and experience, similarity to previous ideas, and time elapsed since the previous idea. Statistical analysis is done using the variable which will be successful when considering the first idea generated. But it can be biased when the second idea is considered and also the quality of the generated idea. For routing the study towards an unbiased sample collection, they have used the Heckprobit routine (Heckman,1979) to identify the idea generators who contributed both first and second ideas. In this case, the hypothesis has proved to have a positive impact in the selection equation. The table showing the statistical analysis shows evidence of original research using the binary variables used for analysis. The results of the analysis indicated a positive association of the binary variable supporting hypothesis 1 an 2. The results suggest that positive corporate entrepreneurship is possible only when employees are allowed to benefit from teamwork. Innovation is more effective when introduced to the benefits of teamwork. The limitations of the study are giving more potential for identifying gaps in the literature for academics in the field. The study lacked the demographic

data of the participants. Analysing the importance of limitations in the study could have made the study biased if they have not used the Heckman's heckprobit routine for screening idea generators. The importance of the assessment team which has addressed earlier is most important when we consider the benefits of teamwork on employee innovation. At the same time, the authors have discussed the importance of innovation through idea generation which can be highly attained through the benefits of teamwork. Incorporate entrepreneurship, it is important to consider the pros and cons of teamwork. It is a costly mistake to look upon the perceived costs of teamwork when the likelihood of developing a successful idea alone from the results of the analysis.

The study sheds light on detailed research on teamwork and innovation while considering more binary variables concerning the size of the group, association of assessment panel with business strategy, qualitative analysis on successful idea generation of the associated groups. The statistical analysis has refined the data for an efficient step for a longitudinal study in the future which can develop an unbiased study on corporate entrepreneurship and innovation. Even though the hypothesis is positively associated with binary and control variables, the authors conclude the study by stating that employees tend to move away from the benefits of teamwork and work alone even when the likelihood is lower to succeed. Even though the study is rich in the cited literature, it misinterprets the empirical data with perfect statistical analysis considering both dependent and independent variables as a binary variable which will impact the variable in hypothesis to be associated positively. Even though theories are efficiently addressed with the help of strong literature citing, there are no systematic differences mentioned related to the size of the team when an idea generator collaborates with the idea for benefiting from teamwork. Instead, they have generalized it as people who get attracted and motivated to join working on an idea which is not practical when workforce and project outcome is taken under consideration for small firms with limited funding on innovation programs.

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