



**University of Wales Trinity Saint David – London Campus**

**School of Business**

**LCDB7001: ENTREPRENEURIAL PERSPECTIVES**

## **CRITICAL JOURNAL REVIEW**

Student ID Number : 1812495

Programme: Doctor of Business Administration

Lecturer : Dr Gladius

Date of Submission: 29 August 2019

WORDCOUNT: 1100

Teamwork plays an important role in the development and success on organisations, as such research into teamwork is becoming of great importance. For example, Dirk Deichmann and Micheal Hensen published an article regarding the advantages of working in a team for idea generators, in organisations in 2017, this is entitled “I Can do That Alone..... or Not? How Idea Generators Juggle Between the Pros and Cons of Teamwork” (Deichmann & Hensen, 2017). Within the article it is stated that idea generators normally ignore the advantages of teamwork and choose to work by themselves. The essay will give a critical overview of the article with several opinions.

Deichmann & Henson (2017) argue that the advantages of working in a team for new idea generators outweigh the disadvantages. Moreover, it was theorised that trade-offs for the idea generator would occur when deciding whether to form a team. To prove this , the researchers studied and tested two trade-offs . Firstly, working with the team provides access to more resources against increased coordination-costs. Secondly, sharing the risks and costs of developing a new idea against the disadvantages of sharing rewards of successful ideas (Deichmann & Hensen, 2017).

In this case, the decision to work in a team of the generators depends on how new the idea is. Conversely, idea generators choose teamwork when the idea is really radical, therefore it requires more access to resources and knowledge. In contrast, they want to work alone with less radical ideas. They also demonstrated that idea generator’s past experience while working in a team is affected positively to the decision to work in a team or not for a radical idea. However, there are several disadvantages while working in a team, as mentioned in the trade-offs. More financial support is required and risks and rewards are divided equally in the team.

Deichmann & Hensen (2017) proved the importance of teamwork in creating innovation within organisations and deepening the understanding of idea development. Moreover, idea generators are less likely to be successful if working alone. Finally, the use of longitudinal study , allowed an insight into how to achieve success with a team for idea generators.

## HYPHOTHESES

According to the literature, 4 hypotheses have been formed for two above trade-off including:  
( Deichmann & Henson, 2017)

1. (a): *Radical ideas are positively associated with team idea development*  
(b): *Prior team idea development balances the association between radical ideas and team idea development positively.*
2. (a): *Prior idea success is positively associated with team idea development*  
(b): *Prior team idea development moderates the association between prior idea success and team idea development negatively.*

## DATA AND METHODS

The data is taken from the submission of idea generators for their new ideas to a new project at Enco – a energy company from 1996 to 2008. The sample includes 2352 ideas by 908 idea generators for a 12 years period from idea generators in the company (Deichmann & Henson, 2017) . However, to assure the accuracy of the results, the researchers chose to select and focus on 310 idea generators, who had been successful in one idea and considered about whether they develop another new idea with a team or by themselves. The dependent variable is team idea development, which is created as a binary variable, coded as one if the idea generator worked with a team on their next idea.

The authors coded several control variables to test the relationship of those variables with the independent variable. The first control variable is prior idea developments and success. The second variable is the similarity to previous idea and the third one is *time elapsed since previous idea*. Time elapsed is divided into three periods: 1996-1999, 2000-2003 and 2004-2008.

The authors used SPSS software to build a statistical model and test those variable and focused on testing whether idea generators would work with a team for their second idea. In my opinion, the selection of the sample is quite bias, as they only concentrate on testing for the second ideas and ignored those already failed in the first idea and those are successes in the first idea and not developing another idea. The analysis is running through descriptive statistics and correlation, Heckman regression analysis of working in a team to develop another idea and the success of second idea , depending on above variables and different models to get the result. From my point of view, the data collection and method are appropriate to get the result and target they aim for. The data is enough to cover the purpose of the research.

## RESULT AND FINDINGS

- Hypothesis 1a is supported with the result  $B = 0.379$ ,  $p = .034$  (Deichmann & Hensen, 2017). The results show that the probability to work on second idea with a team is higher when the idea is radical than when it is less radical.
- Hypothesis 1b is also supported, which is team idea development supports radical ideas
- Hypothesis 2a is also supported with  $B = 0.502$  and  $p = .070$ . Therefore, when idea generators already had experience working in a team, the relationship between ideas and team idea development is strengthened.
- Hypothesis 2b is not supported. The result also proved that the decision to develop a second idea from idea generators not depending on the level of radicalness of the idea. In addition, idea generators tend to choose to develop working with a team for their second idea after the first idea was successful.

## DISCUSSION AND LIMITATION

In my opinion, the article makes a remarkable contribution and extension to the study of innovation and teamwork in organisations. Especially for innovation, it is extremely important for the development and competitiveness among organisations. Organisations that have more successful innovative ideas will have more competitive advantage in the market (H.Tohidi & M.Jabbari, 2012). Deichmann & Hensen (2017) proved that teamwork is a key distributor for successful ideas, therefore idea generators need to consider the benefits of teamwork such as greater access to resources compared to increasing costs. Moreover, that idea generators need to consider the lower risk of working in a team against, sharing the rewards. . The research gave a clear understanding of pros and cons of working on news idea alone and with teams.

In contrast, this article has not analysed the socio-demographics of idea generators, such as age and gender. Furthermore, the study did not focus on how the team is formed in the organisations by the idea generators and the successful rate of the second ideas after working in the team, comparing to working alone. Future research could give an insight into these variables and allow for a more in depth sample size to increase validity and applicability. The researchers addressed the issue well with good presentation of data and result. The text and content is balanced.

This essay addressed a critical review of the article written by Dirk Deichmann and Micheal Hensen (2017) regarding idea generators and teamwork. A review of the main findings, methods, data, sample and limitations of the article, were undertaken as well as my opinion on the article.

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