

A SWOT Analysis of

“The Social Structure of Leadership and Creativity in Engineering Design Teams” by Krazter, Van Engelen & Leenders

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Strengths

- Very important topic!
 - Key Question: How should team leaders help their teams be creative, i.e. more productive in developing innovation ideas?
 - Answer: Know when to get involved and know when to get out of the way!
- Interesting Conceptual Model
 - Teams are embedded in different kinds of internal networks
 - Workflow Networks
 - Problem Solving Networks
 - Awareness Networks

Strengths

- Interesting Data!
 - Real managers in real teams not experiments with students
 - Carefully collected
 - N=39 Teams (good but not great)
- Interesting Results!

Weaknesses

- Conceptual/Theoretical
 - Definition of creativity comes fairly late in the paper – page 13.
 - Are “Awareness Networks” really different?
 - Arguments on page 7 are not strong enough

Weaknesses

- Methodological
 - No external validation of the measure of creativity
 - Possibilities: views of managers external to the team, number of problems solved, etc?
 - LC Work Flow and LC Awareness are co-linear ($R=.44^*$)
 - Graphs of the data to show curvilinear relationships?

Weaknesses

- Regression Analysis
 - Why stepwise?
 - Why are non-quadratic terms left in the models?

Opportunities and Threats

- Opportunities
 - A very publishable paper!
 - Extensions to other industries
- Threats
 - Difficulties of collecting this kind of data
 - Nasty reviewers!