

### *5. Case Effect “M. Ringelmann”*

Jeff Bezos, the well-known head of Amazon, has a great rule, better known as “two pizzas.” If a team working on a project doesn't have two boxes of pizza for lunch, the team is too big and needs to be downsized. Smaller teams have it easier: communicate more effectively (not more), remain decentralized, grow faster, and encourage full independence and innovation. People tend to “underestimate the time it takes to complete a task more as the team gets larger,” explain researchers Bradley Staats, Katherine Milkman, and Craig Fox. In one experiment, they found that a team of two took 36 minutes to assemble the same Lego structure, while a team of four took 52 minutes, a 44% increase. However, the team with more participants was more confident of victory.

#### *Questions*

1. Have you encountered the Ringelmann effect?
2. If yes, then suggest ways to overcome the Ringelmann effect