

GENERATING IDEAS WITH INDIVIDUALS AND GROUPS

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Photo: http://commons.wikimedia.org/wiki/File:Lancaster,_California_desert.jpg



Photo: http://commons.wikimedia.org/wiki/File:M%C3%A9st ASM_clermont.jpg

Groups vs. Individuals in Idea Generation

Group Approach



30 minutes
4 people working together

Hybrid Approach



10 minutes 20 minutes
4 people 4 people working
working together
alone

- 2.5 x more ideas
- Better quality ideas

Source: Girotra, Terwiesch, and Ulrich. 2010. Idea Generation and the Quality of the Best Idea. *Management Science*. Vol. 56, No. 4, pp. 591–605. (Available via ktulrich.com.)

Guidelines for Coordinating a Group in Exploration

1. Use a hybrid process: individual phase plus group phase.
2. Provide a numerical target for individual phase (e.g., 10 ideas).
3. If you can't get people to “do their homework,” then call a meeting, but have individuals work alone for the first 30 minutes of the allotted time.



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