FINANCIAL REVIEW

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THE POWER OF ONE

JOURNALS

Creative workplace deviants, the trouble with teams and how leaders emerge. John Toohey reviews the latest management journals

STEALING FIRE: Creative deviance in the evolution of new ideas

Charalampos **Mainemelis** Academy of Management Review, Vol 35 Issue 4

We'd never have had LED lighting technology, mid-engine commercial cars or even the Godfather movies if employees had not broken the rules, defied their managers and followed their personal creative drives. This paper explores the "creative deviance" of going it alone – pursuing an idea "illegitimately" in active defiance of management directives.

The author concludes that creative deviance is more likely when uncertainty is generated by the "creative culture" of the organisation. Organisational strain is more prevalent when workplaces generate unrealistic aspirations among employees. Instead of optimal creativity, the outcome may be deviant behaviour – a predictable human response. Whether the deviant behaviour will be beneficial to the company is normally not be known for some time.

A MULTILEVEL MODEL OF MINORITY OPINION EXPRESSION AND TEAM DECISION-MAKING EFFECTIVENESS

Guihyun Park and Richard P DeShon Journal of Applied Psychology Vol 95 Issue 5

The more the merrier may not be the best strategy – at least not in decision-making. The authors question our intuitive belief that decision outcomes are improved by having more participants. Like individual decisions, team decisions can fail – think Cuban missile crisis, Enron scandal and the proposed sale of Qantas.

The authors attribute failures in team decision-making to a lack of consideration of dissenting opinions in discussions. Fifty-seven teams working on a simulated airport security-screening task were tested. Those that demonstrated a "high learning goal orientation" tended to have the highest minority influence, more active discussions and higher team satisfaction.

WHY ETHICAL CONSUMERS DON'T WALK THEIR TALK

Michal J Carrington, Benjamin A Neville and Gregory J Whitwell Journal of Business Ethics, Vol 97 No 1

People with ethical intentions frequently don't follow through at the cash register. There remains a gap between consumers who support ethical consumption and their actual purchasing behaviour. This can be confusing for companies seeking to meet the changing demands of customers.

The authors demonstrate that when a consumer confronts a product that is priced higher than expected, or is offered an attractive alternative product, ethical intentions unravel. To close the gap between consumer intentions and ethical buying behaviour, they propose influencing others within households to support ethical consumerism, providing more accurate in-store data and making informed staff available to interact with customers.

WHO WILL LEAD AND WHO WILL FOLLOW? A social process of leadership identity construction in organisations

D Scott DeRue and Susan J Ashford Academy of Management Review Vol 35 No 4

Organisational charts can tell us about roles and titles but they won't identify leaders. The authors claim that leadership is neither one-directional nor static; leaders emerge through social interactions and a mutually reinforced "claiming and granting process". Leaders claim leadership and followers grant leadership.

However, when leadership results in high rewards, the mutual recognition process will probably feature more competitive claims among group members, resulting in less granting and less chance of a well-defined leadership identity.

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