A Re-analysis of the Effects of Individual Personality and Idea Stimulation on Idea Generation Performance

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I. Introduction

Porter’s competitive forces model (1985) allows us to drive competitive advantages, which refers to the ability to stay ahead of other competitors. Greater innovation effort to meet or exceed customers’ needs and expectations seems to be at the core of sustainable competitiveness because innovation leads to more effective products, processes, services, and technologies that are readily available to markets. Nokia has been a good example of what could happen when innovative efforts diminish. Since change is a catalyst for innovation, Jung (2012, 2013b) puts an emphasis on the role of creativity as a foundation to foster successful innovation. Although creativity is often viewed as an abstruse concept, creativity in the problem-solving process (because businesses face many challenges and problems) refers to the capacity to exploit the intellectual capital to generate novel and useful ideas (Luthans, *...
In this sense, divergent thinking, which includes association of remote ideas and pattern switching, has long been considered a major key to creative problem solving (Woodman et al., 1993). Accordingly, substantial research attention has been given to the idea generation task, which promotes the development of divergent thinking because diverse stimulation increases the breadth of idea production and expands the logical size of an idea pool (Valacich et al., 1995), leading to creative, innovative ideas to achieve competitive advantages.

Thus far, numerous techniques have been developed and the computer-based idea generation technique attempts to fully exploit this notion (i.e., divergent thinking) with the support of built-in structural features such as parallel input, group memory, and anonymity. However, despite computer-based idea generation’s tendency to facilitate the breadth of information sharing (Miranda and Saunders, 2003), studies (Valacich et al., 1995, 2006) suggest that group members often do not attend to information they receive, which is a prerequisite to cognitive stimulation and divergent thinking in turn. Hilmer and Dennis (2001) reason that information presented in a large unorganized pool of information (i.e., random display of contributions in a text format) makes individuals difficult to process and integrate information.

![Figure 1] Typical Anonymous Computer-Based Ideation Environment