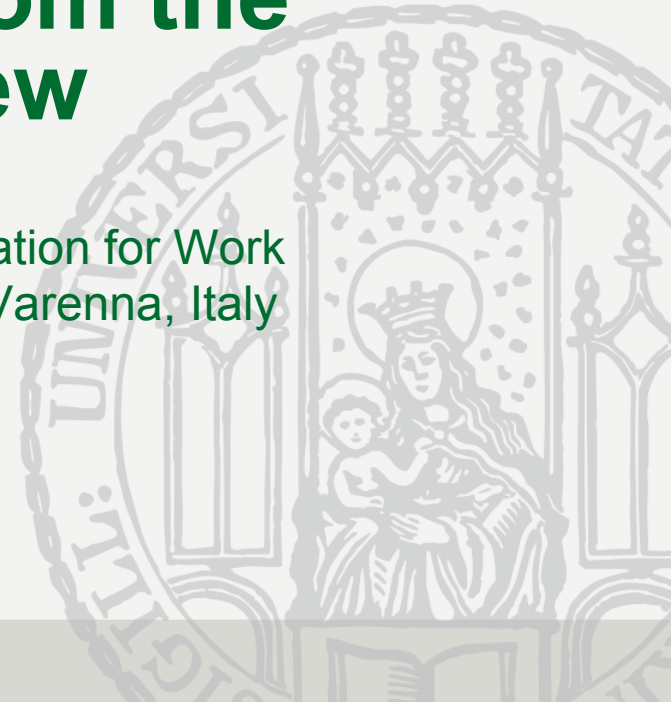


Katharina Kugler, Teresa Bezler, Martin  
Winkler, Julia Reif, Felix Brodbeck

# Multiteam Systems from the Members' Point of View

Small Group Meeting of the „European Association for Work  
and Organizational Psychology“, 28.10.2012, Varenna, Italy





## The necessity to study MTS

... from the members' point of view

*“Only by building networks, we can be innovative. This was different in former times.”*

*“We have dared further into the interconnectedness than we can actually control in terms of processes.”*



## Background

- To work in MTS, people create an understanding of “MTS”
  - Emergence of a collective representation
- ➡ Goal of study 1: Eliciting the social representation of MTS



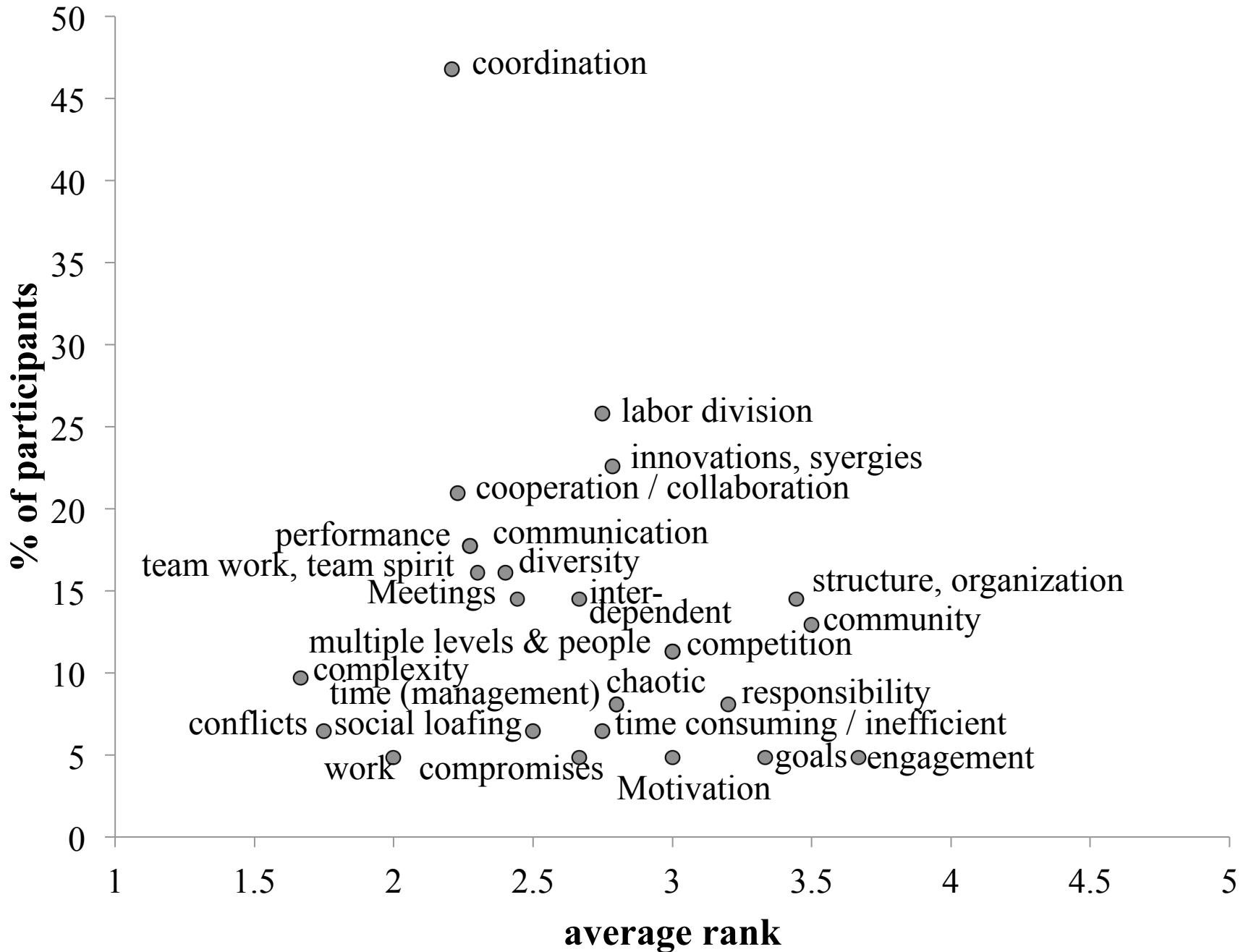
## Background

- Effective functioning of MTS is essential for organizations
  - Research has often focused on specific factors such as interteam-coordination, interface management, leadership, etc. and transferred concepts from team-research
- ➔ Goal of Study 2: Eliciting the multiplicity of factors determining effective functioning of MTS



# Study 1

- **Goal**
  - Eliciting the social representation of MTS
- **Method**
  - 62 participants with experience working in MTS
  - Questionnaire: including a definition of MTS and a question about participants' associations
- **Analysis**
  - clustering the associations
  - determining their rank





## Conclusion: Study 1

- Associations with both, positive and negative connotations
- Strong focus on associations related to the coordination, labor division, communication
- No focus on common goals, mission of the MTS etc.



## Study 2

- Goal: eliciting the multiplicity of factors determining effective functioning of MTS
- Method: qualitative study
  - 15 structured interviews
  - Participants: managers, responsible for M= 79,4 employees  
experience working in an MTS (R&D, automotive industry)  
age: M=47,8 years, sex: 14 male
- Analysis:
  - Inductive coding (rel. = 77%) of 343 statements → first order categories
  - Deductive clustering → second order themes, third order dimensions



## First Order Categories

## Second order themes

## Aggregate dimensions

General organizational conditions  
 Temporal resources  
 Knowledge resources  
 Leadership  
 Autonomy

ORGANIZATIONAL  
 CONDITIONS

Determining the superior goal  
 Understanding of the common goal / mission  
 Goal alignment  
 Process alignment  
 Gaining knowledge about the others in the MTS  
 Agreeing on collaboration  
 Allocating responsibilities

Transition Processes

Entrainment  
 Passing information  
 Communication  
 Decision making

Action Processes

PROCESSES

Conflict management  
 Managing interpersonal relationships  
 Mutual understanding  
 Hones collaboration

Interpersonal  
 Processes

Trust  
 Commitment  
 cohesion

Climate within the MTS

Awareness of the necessity of the MTS  
 Awareness of the vale of the MTS  
 Awareness of the complexity of the MTS

MTS-awareness

EMERGENT  
 STATES



## ORGANIZATIONAL CONDITIONS

- General organizational conditions
- Temporal resources
- Knowledge resources
- Leadership
- Autonomy

## PROCESS

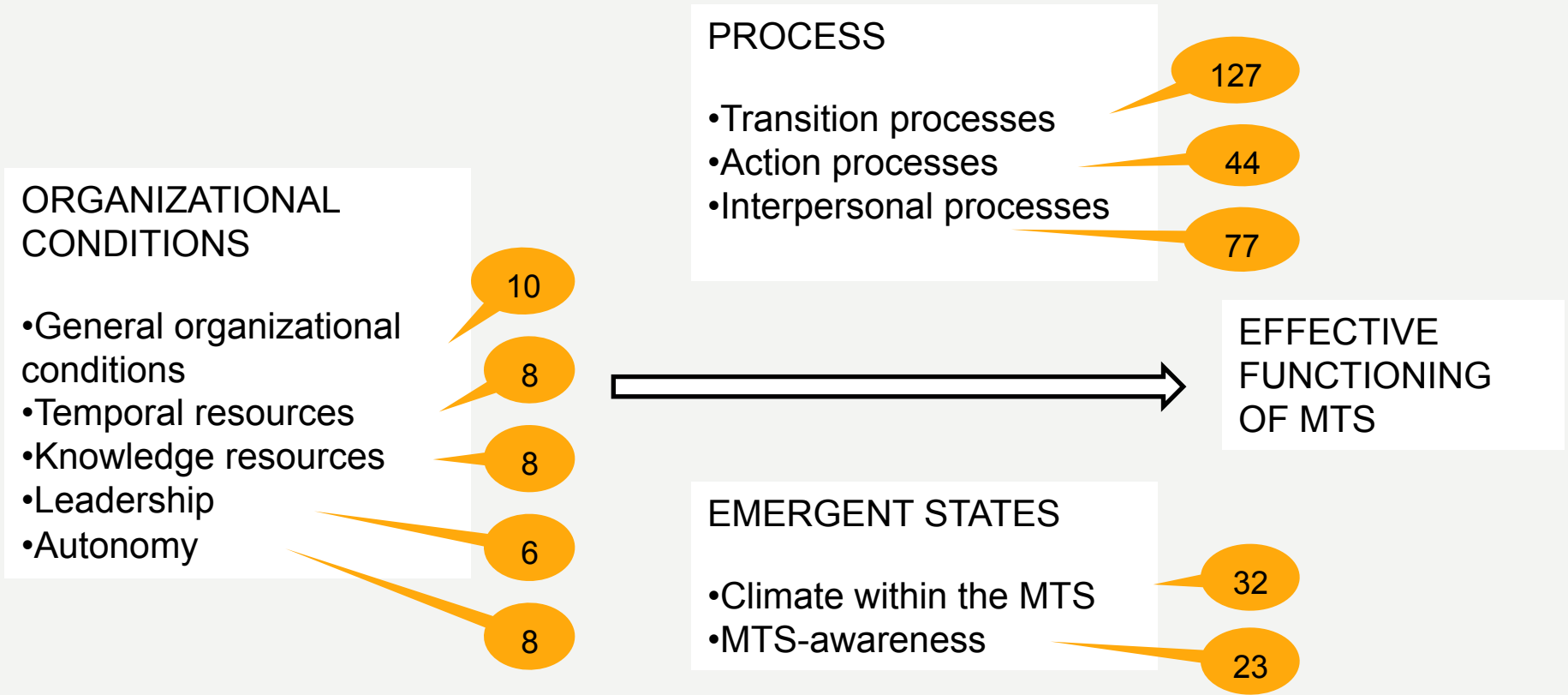
- Transition processes
- Action processes
- Interpersonal processes



## EFFECTIVE FUNCTIONING OF MTS

## EMERGENT STATES

- Climate within the MTS
- MTS-awareness





## Conclusion: Study 2

- The taxonomy for teamwork can be applied to MTS, but the categories are unique for MTS
- Transition processes play a major role for effective functioning of MTS
- No focus on intra-team processes / intra-team emergent states



## General Conclusion

- Identification of multiple factors determining effective functioning of MTS
  - Quantitative studies are needed to support the factors and to identify their relations to each other
  - Basis for measuring of MTS processes / emergent states
- There is a gap between the social representation of MTS and the factors for effective functioning of MTS
  - Implications for the practice



**Thank you for your attention!**