

# Building Ownership in Multiteam Knowledge Management System Projects

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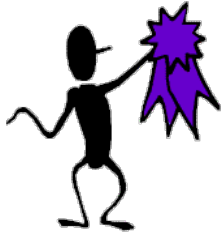


*Advancing the Science of Multiteam Systems*

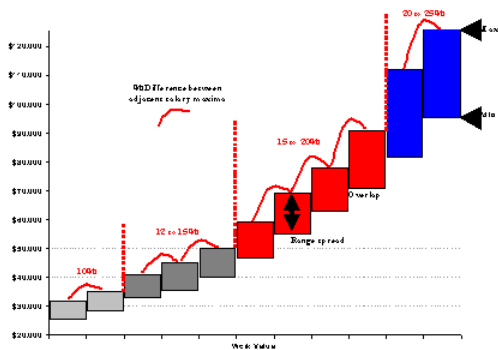
*2012 EAWOP Small Group Meeting*

*Varenna Italy*

# Project Ownership: An Example



**Performance Rewards**



# Large Scale Organizational Projects: A Naturally Emerging MTS

- MTS are common and emerge naturally in both public and private sector organizations
  - Large scale consulting projects
  - Organizational change initiative
- Component teams are....
  - Functionally diverse to contribute technical and content expertise
  - Responsible for different goals at different phases
- Leadership challenge
  - Promote identification with and ownership of the system-level objectives

# Purpose of the Current Study

- Guiding research questions:
  - Is project ownership among component team members critical to the success of the project?
  - Can project leaders build project ownership among component team members using functional leadership?
  - Does project functional leadership contribute to project success by building project ownership among component team members?

# Functional Leadership

- “do, or get done, whatever is not being adequately handled for group needs”

(McGrath, 1962, p. 5).

- The role of functional team leadership is to satisfy the team’s needs in the pursuit of goal accomplishment.

(Morgeson, DeRue & Karam, 2010).

# Leadership Functions

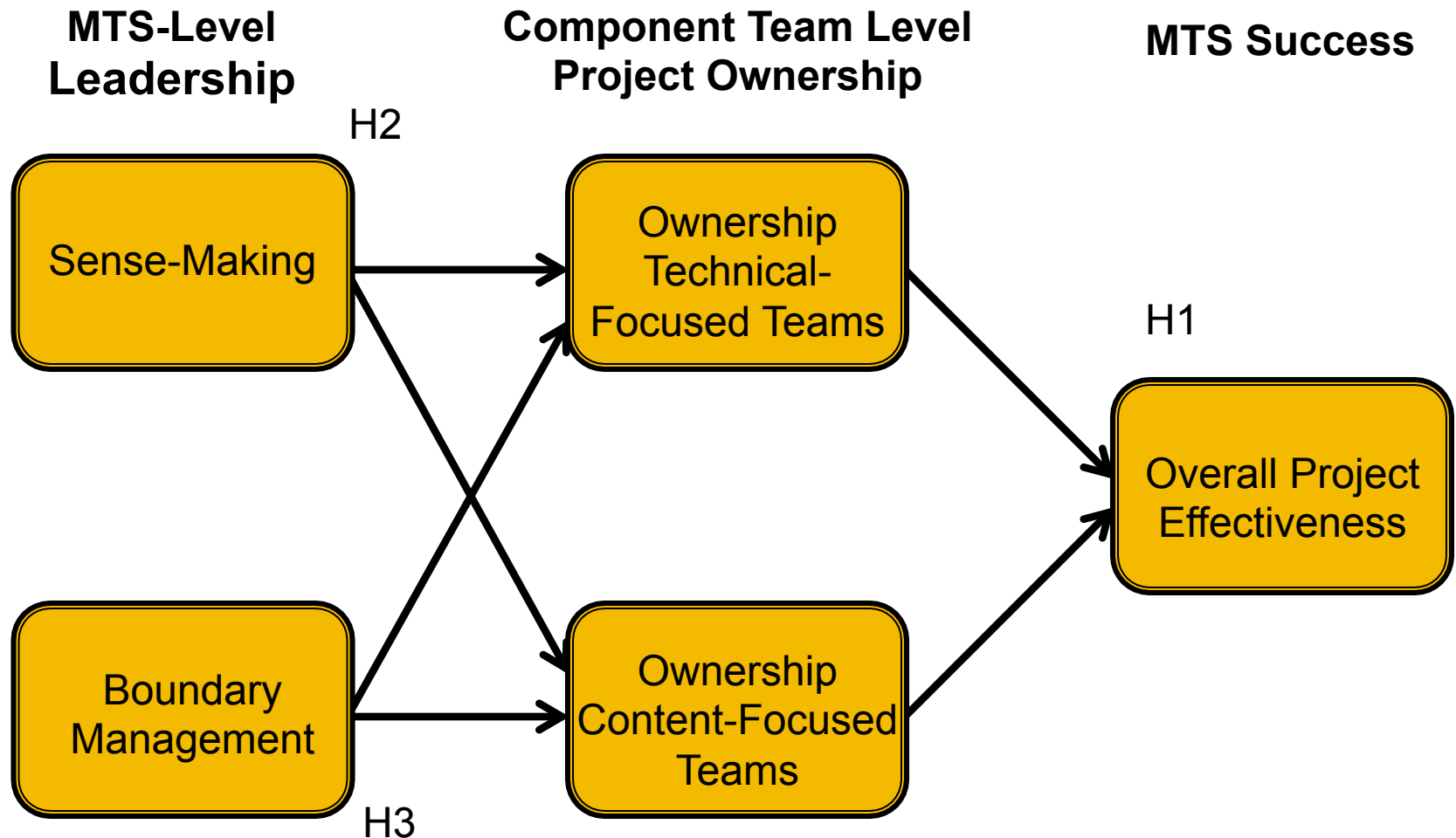
## Sensemaking

- Identifying key events
- Providing cause and effect interpretations of events
- Socially constructing meaning for what has occurred and why
- Through narratives, presenting information in a systematic, organized and attention capturing manner

## Boundary Management

- Scanning the environment to identify events, opportunities and potential challenges
- Brokering the flow of information and resources among teams
- Building communication channels to facilitate information sharing
- Representing the groups interests within the larger organization

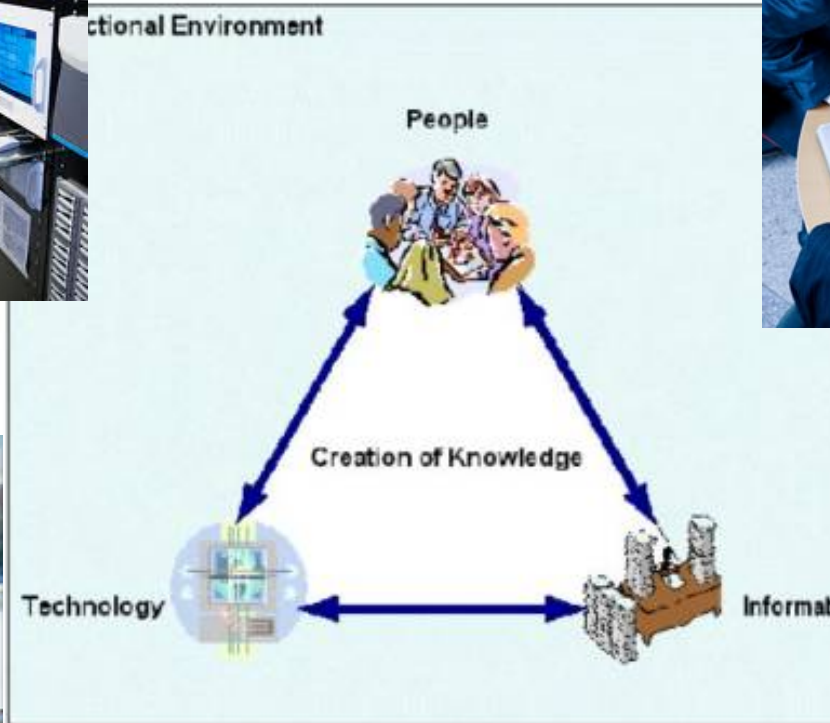
# Model of Hypothesized Relationships



# Knowledge Management System Projects



Functional Environment



- System goal = create a comprehensive and accessible repository of institutional knowledge



# Methods – Sample

- 27 Knowledge Management System (KMS) implementation projects in Israeli organizations
  - Trade (14.1%), service (34.4%), industry (31.7), and the public sector (19.7%)
  - Each project had a single project managers and two component teams
- **User Teams** – contribute content expertise via knowledge sharing and structuring
  - Goal = contribute core, unique institutional knowledge and identify cross-functional linkages
  - $n = 251$
- **IT Developer Teams** – contribute technical expertise regarding system design and implementation
  - Goal = build appropriate interface and connector mechanisms that enable users to access and grow institutional knowledge
  - $n = 173$

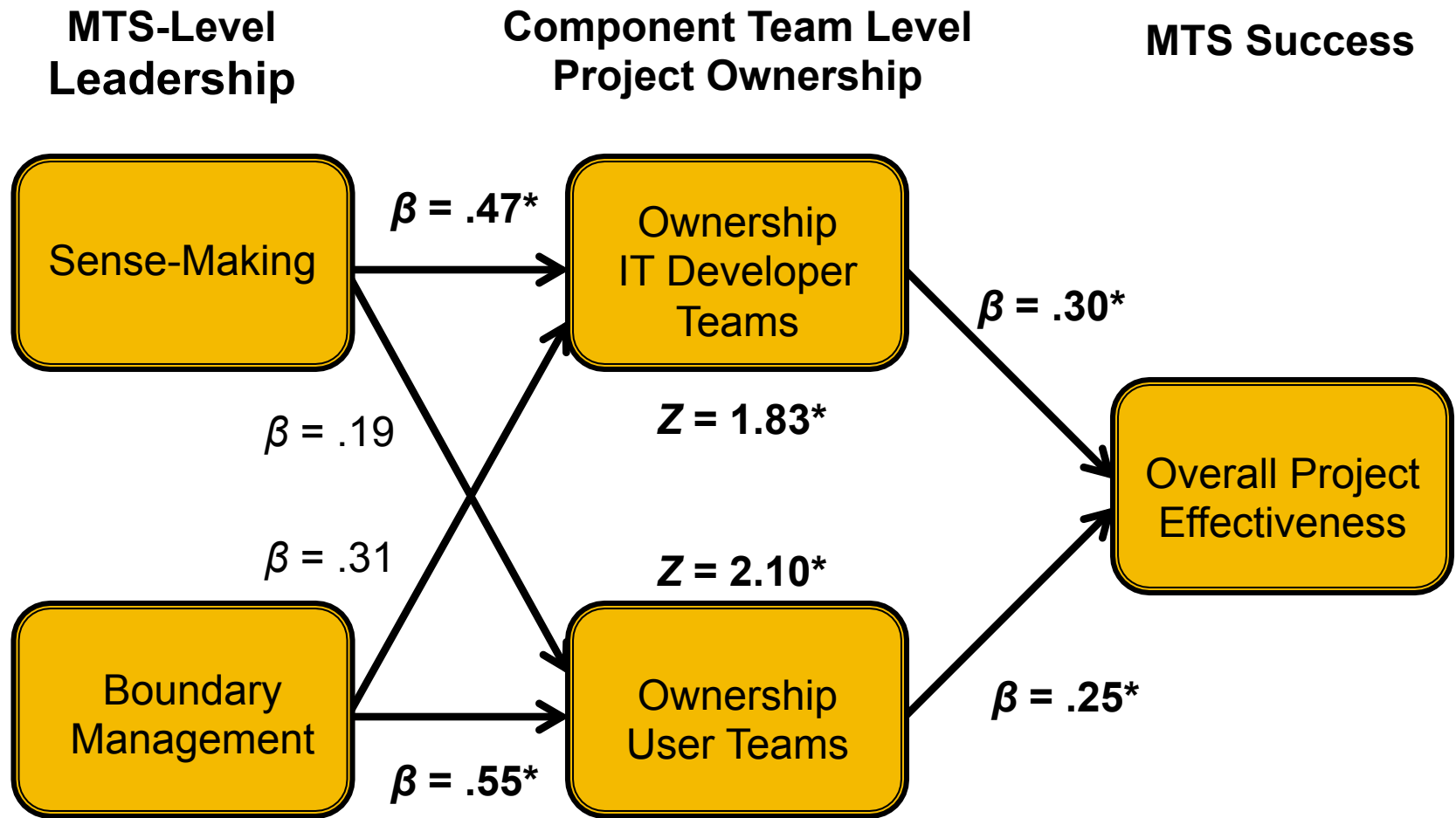
# Methods – Measures

- Leader Sensemaking
  - 5 items adapted from Morgeson et al . (2010)
  - Cross-team assessment of project functional leadership
- Leader Boundary Spanning
  - 5 items adapted from Morgeson et al . (2010)
  - Cross-team assessment of project functional leadership
- Project Ownership
  - 5 items adapted from Cable & DeRue (2002)
  - Within component team assessment of identification and ownership of the KMS project initiative
- Project Success
  - 4 items adapted from Gefen, Ragowsky, & Ridings (2008)
  - Cross-team assessment of project success

# Methods

- Representatives of companies that had recently implemented a KMS were asked to recruit participants
  - Members of user teams
  - Members of IT developer teams
- Questionnaires were completed in Hebrew
  - Returned to the company representative and forwarded to the researchers
- Hypotheses were tested using hierarchical multiple regression controlling for organizational size

# Results



\*  $p < .05$ ; \*\*  $p < .01$  (one-tailed)

# Implications

- Results provide preliminary evidence indicating....
- Identification and ownership of system-level goals among component team members contributes to the success of system-level success
- In terms of system success, all leadership functional are not created equal
  - Sensemaking leadership is likely to promote ownership among members of technical-focused component teams, but not content-focused component teams
  - Boundary management leadership is likely to promote ownership among members of content-focused component teams, but not technical-focused component teams



**Mille Grazie!**