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**Article**

## Pathways from Role Identification Level to Attention Residue in Multiple Team Membership

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## **Online-Appendix zu**

# **„Pathways from Role Identification Level to Attention Residue in Multiple Team Membership “**

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## **Appendix 1: Interview Guideline and Interview Notes**

### Interview Guideline (English)

My bachelor thesis is about simultaneously working in several teams during a given time period, called Multiple Team Membership. Especially in academia it can occur, that employees work in several teams or projects within the same time period. In the following, I am going to ask you about your experiences in MTM contexts.

1. How is your current position within the institute called?
2. What is your main research topic?
3. What are the different projects or teams you are working on / working with currently?
4. How much of your working time can be allocated autonomously by yourself? And how much is determined by colleagues, meeting schedules or lecture periods?
5. Which specific roles do you enact in each of those teams?
6. Do you think that some of those mentioned roles can represent you as a person, your values and beliefs in a better way than other roles? Can you identify yourself with a specific role more than with another role?
7. Are there situations in which you are currently working within one role, but your thoughts are by another role?
8. Which role is the most present for you currently?
9. How do you experience the switch from one role into another role? Are there roles, in which to switch is easier or more difficult for you? What do you do to make the role switching more easier for you?
10. Are there situations, in which there are several demands from different roles at the same time? Situations in which you experience a role conflict through interruptions or deadlines for example?
11. Are there interruptions you are more likely to follow than other ones?

**Appendix 1.1: Interview I1, 19.10.2020**

1. *How is your current position within the institute called?*

Research and Teaching Assistant, PhD candidate

2. *What is your main research topic?*

Strategic Human Capital and HR Topics

3. *What are the different projects or teams you are working on / working with currently?*

5 project-teams: (1) collaboration with one professor and two PhD candidates, (2) collaboration with two professors, (3) collaboration with three research assistants (4) collaboration with another institute

4. *How much of your working time can be allocated autonomously by yourself? And how much is determined by colleagues, meeting schedules or lecture periods?*

75% of working time can be autonomously organized, 25% of working time is predefined through meetings.

5. *Which specific roles do you enact in each of those teams?*

Role differences are characterized by other team members. Working with professors differ from working with other research assistants/ PhD candidates. Professors give the framework, and in this framework, you do the activities. Working with other research assistants mean the work is allocated equally between the team members.

In one team it's the role data analyst, in another team I rather work on the theory part.

6. *Do you think that some of those mentioned roles can represent you as a person, your values and beliefs in a better way than other roles? Can you identify yourself with a specific role more than with another role?*

I slightly more like to do data analysis, but I like to have different roles and not doing the same kind of role the whole job.

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7. *Are there situations in which you are currently working within one role, but your thoughts are by another role?*

Yes, it happens often, because sometimes you feel like working in a specific project because you are more interested in but have to do another task because of a deadline. Or the data analysis does not want to work, and you would rather do something else but have to deliver the analysis the next day.

There are also positive spill overs because learnings from one project can be transferred into another project.

8. *How do you experience the switch from one role into another role? Are there roles, in which to switch is easier or more difficult for you? What do you do to make the role switching more easier for you?*

Breaks help me to switch from one role into another. But I also try not to work on different projects within one day but separate them through different workdays.

Switching into data analysis is easier for me than switching into theoretical paperwork, but I think this depends rather on the activity itself than on the role.

The difficulty of the switch rather depends on the team colleagues and our hierarchical relation than on the role.

9. *Are there situations, in which there are several demands from different roles at the same time? Situations in which you experience a role conflict through interruptions or deadlines for example?*

Yes, especially when you have to do two different things within the next few hours because of deadlines.

I prioritize by urgency or which activity cannot be supported by a team colleague.

But there are also situations in which I want to work in specific projects because the activities or topics are more interesting or promising than other projects.

10. *Are there interruptions you are more likely to follow than other ones?*

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If you have the chance to be the first author and therefore have the leading role, you are more intrinsic motivated to follow interruptions from this team.

**Appendix 1.2: Interview I2, 21.10.2020**

1. *How is your current position within the institute called?*

Post-doctoral researcher

2. *What is your main research topic?*

Institute for strategy, technology and organization, research focus: industrial organization

3. *What are the different projects or teams you are working on / working with currently?*

5 projects: (1) project on music industry with professor from Leuven, Toulouse, Finland (2) joint project with professor from Munich and a professor from Cambridge, (3) project about adoption of smartphone with PhD students from France and a professor from Würzburg, (4) project with former master student in industry (5) projects with PhD students from Munich, (6) project working on alone

4. *How much of your working time can be allocated autonomously by yourself? And how much is determined by colleagues, meeting schedules or lecture periods?*

Quite flexible with working on all projects. 95% of working time can be autonomously organized, 5% of working time is predefined through meetings, but most of the time there is not re-working together, but rather independently. When there is a rush to finish a project, we sometimes spend a few days to work fulltime on this project.

5. *Which specific roles do you enact in each of those teams?*

In 3 out of those 5 projects I am the data analyst, because I am the junior person. The more senior team members give guidance and a framework.

In the other 2 projects, where I work with people who are more junior than me, it is reversed. I am supervising the project.

There is consistency in my roles, when I am the young one, I do data work, when I am the older one I do supervision. When I am more senior, I am also

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the one who has connections to other researchers. There is a sharp difference based on how senior you are.

6. *Do you think that some of those mentioned roles can represent you as a person, your values and beliefs in a better way than other roles? Can you identify yourself with a specific role more than with another role?*

I don't think so. As a researcher we have to do both roles but also have the chance to be both, so I am not locked into a position. I like both roles and don't have a strong preference for one of those roles. Doing the data work means a lot of responsibility. Both roles fit with what I love and I belief in. When you are the junior and do the data work, you have the feeling that you do most of the work and the allocation is not in balance. But the seniors provide what they are best at, which is guiding.

7. *Are there situations in which you are currently working within one role, but your thoughts are by another role?*

Time is not unlimited and there is sometimes the feeling the projects are cannibalising each other. Its more about the guilt of having to re-allocate my time schedule if another team wants me to invest more, and therefore I have less capability for the other teams. But there is a positive spill over because the projects also enrich each other. Everything I learn in one team is useful in another team too. Mostly it is not about thinking about other projects but about how my time is allocated and trying not to make anyone being upset with waiting.

8. *How do you experience the switch from one role into another role? Are there roles, in which to switch is easier or more difficult for you? What do you do to make the role switching more easier for you?*

I am not aware of how I manage role switching. When I am the junior one, I don't start with speaking in meetings, I wait until the seniors want me to talk. When I am the more senior one, I start the meeting, but the gap between me and my colleagues is not that big like when I am the junior one. This is the main difference in role switching. Therefore I would say its more easy for me to switch in the leading role, because the gap between me and the colleagues is smaller and the switch more natural.



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Differences in age and experience makes the switch much more natural.

9. *Are there situations, in which there are several demands from different roles at the same time? Situations in which you experience a role conflict through interruptions or deadlines for example?*

I know that some teams are slightly more understanding than others. So if there are competing demands and they are on the same level of urgency, I would go to the more understanding team and ask them to give me a few more days so I can fulfil the other demand. I never go for my favourite projects I try to manage the satisfaction of the teams.

I am part of these optimistic, enthusiastic researcher. I would say researcher work is a lone wolf setting. Most of the time we are working on our own. I am surprised how well the teamwork works today, the hierarchical structure in academia is helpful because roles are implicitly given through age and experience. In other sciences it is less common to work in teams, they have a tendency to work on their selves. There is variability in different sciences.

As academics we have projects with difference in quality. Some projects are small, some are big. Among my projects, I know that some will be better published and somehow my effort in this project is moderated by my expectations. But I want to give all my projects the same amount of effort.

**Appendix 1.3: Interview B3, 21.10.2020**

1. *How is your current position within the institute called?*

Research and Teaching Assistant

2. *What is your main research topic?*

Strategic Human Capital and HR Topics

3. *What are the different projects or teams you are working on / working with currently?*

3 project-teams: (1) Research project in my main-research area together with a professor, (2) Research project in another topic, (3) Collaboration Project between the institute and a company.

4. *How much of your working time can be allocated autonomously by yourself? And how much is determined by colleagues, meeting schedules or lecture periods?*

90% of working time can be autonomously organized by myself, 10% is predefined by lectureship

5. *Which specific roles do you enact in each of those teams?*

(1) Writing first Draft, doing detail work and research, professor gives the framework.

(2) Blurring role definition: development of idea and conception, method-part

(3) Leading role, Broker between institute and company

The role one takes within a project team depends on the hierarchical position of the other team members. It is a difference if you work with colleagues who are on the same hierarchical stage, or with colleagues who are in a higher position.

6. *Do you think that some of those mentioned roles can represent you as a person, your values and beliefs in a better way than other roles? Can you identify yourself with a specific role more than with another role?*

It is balanced. There is autonomous self-selection in projects one is interested in and the roles are defined together.

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7. *Are there situations in which you are currently working within one role, but your thoughts are by another role?*

Yes, distraction from other projects occurs. It depends on the stage the project is in. If one project is in an exciting stage because new data is available, I sometimes feel distracted by this project because I want to work on it, even if I work on another project.

8. *Which role is the most present for you currently?*

It is project (2), because it is in the development stage. The first project is on hold because the professor goes through the paper from project (1) and therefore it is out of my mind.

9. *How do you experience the switch from one role into another role? Are there roles, in which to switch is easier or more difficult for you? What do you do to make the role switching more easier for you?*

Mostly, I only work on one project per day, so there is a clear demarcation.

It is easier to switch in project (1) because I am more involved in this project and can retrieve information fast.

10. *Are there situations, in which there are several demands from different roles at the same time? Situations in which you experience a role conflict through interruptions or deadlines for example?*

Yes that happens, especially if several projects have a deadline soon. I prioritize through according to my personal investment I already gave in the projects, push from professors, knowing I would be first named as author and the wish to publish the paper.

11. *Are there interruptions you are more likely to follow then other ones?*

The decision to follow an interruption or not depends on how much I am involved in the project and how easy and fast I can reply, in which stage the interrupting project is.

All projects motivate myself, there is no clear hierarchical order possible.

**Appendix 1.4: Interview B4, 21.10.2020**

1. *How is your current position within the institute called?*

Research and Teaching Assistant, PhD candidate

2. *What is your main research topic?*

Strategic Human Capital and HR Topics

3. *What are the different projects or teams you are working on / working with currently?*

3 projects: (1) research project with another PhD candidate, (2) research project with two other PhD candidates and a professor, (3) Lectureship

4. *How much of your working time can be allocated autonomously by yourself? And how much is determined by colleagues, meeting schedules or lecture periods?*

60% of working time can be organized autonomously, 20% of working time is predefined through meetings and 20% of working time is predefined through administrative or teaching tasks.

5. *Which specific roles do you enact in each of those teams?*

(1) data-analyst and support-function

(2) lead function, mediator

6. *Do you think that some of those mentioned roles can represent you as a person, your values and beliefs in a better way than other roles? Can you identify yourself with a specific role more than with another role?*

In those research topics, I am well versed, I like the leading or mediating role, but in research topics, someone else is the expert in, I like to support.

I think there is a correlation between more exciting research topics and the strive for enacting a leading role.

7. *Are there situations in which you are currently working within one role, but your thoughts are by another role?*

Yes, especially, if there are many tasks to do and deadlines. But also, if there is a topic, I am highly interested in and which makes fun.

## ATTENTION RESIDUE WITHIN MULTIPLE TEAM MEMBERSHIP

8. *How do you experience the switch from one role into another role? Are there roles, in which to switch is easier or more difficult for you? What do you do to make the role switching more easier for you?*

I prefer to switch into a lead role, but it is more exhausting and needs more preparation because you have to guide the project. I rather take a whole day time for projects I lead

9. *Are there situations, in which there are several demands from different roles at the same time? Situations in which you experience a role conflict through interruptions or deadlines for example?*

Yes, especially if there are upcoming deadlines in several projects at the same time. I prioritize by deadline, and if they have the same deadline, I prioritize by personal interest.

10. *Are there interruptions you are more likely to follow then other ones?*

Generally, I only follow interruptions in case of an emergency, otherwise I try do postpone the interruption to another day.

**Appendix 1.5: Interview B5, 21.10.2020**

1. *How is your current position within the institute called?*

Research Assistant and PhD candidate

2. *What is your main research topic?*

Institute for Information Systems and new media

3. *What are the different projects or teams you are working on / working with currently?*

3 projects: I have one main project which is in the implementation stage, 1 side project which is in the conception stage, and supervisory of bachelor or master students.

4. *How much of your working time can be allocated autonomously by yourself? And how much is determined by colleagues, meeting schedules or lecture periods?*

90% of my working time I can autonomously organize, 10% of my working time is predefined.

5. *Which specific roles do you enact in each of those teams?*

(1) On the first project I work on my self and currently I have the role of data collection

(2) Design and implementation of ideas

(3) Supervisor role

6. *Do you think that some of those mentioned roles can represent you as a person, your values and beliefs in a better way than other roles? Can you identify yourself with a specific role more than with another role?*

Currently I feel more identified with the supervisor role than with the data collection role.

7. *Are there situations in which you are currently working within one role, but your thoughts are by another role?*

Yes, when I should for example work on a project, but have in mind to correct a thesis.

## ATTENTION RESIDUE WITHIN MULTIPLE TEAM MEMBERSHIP

8. *Which role is the most present for you currently?*

(1) Project, because it is my Dissertation and I have the responsibility. In the beginning, the supervisor role was also present.

9. *How do you experience the switch from one role into another role? Are there roles, in which to switch is easier or more difficult for you? What do you do to make the role switching more easier for you?*

I perceive the switch into research roles more difficult than other short-term activities. In general, I think it is easier to switch into roles that can be done fast or have to be done quickly and urgently.

Time and Urgency are more important for me than my interest in one project.

10. *Are there situations, in which there are several demands from different roles at the same time? Situations in which you experience a role conflict through interruptions or deadlines for example?*

Yes, like the time I should have worked on the project, but also had to correct a thesis.

11. *Are there interruptions you are more likely to follow then other ones?*

It depends on the deadline of the project and who instructs me to do it. If someone with a higher hierarchical position asks me to do something, I choose this activity/ interruption to follow more likely.