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Research Interests and Prior Work: The evolution of my research

Enrolled in part-time Masters by Research January 2004

Completed COMM980 resulting in a proposal titled:

“InTEGRATING Research and Development and Marketing: An Exploratory Investigation into the frequency and effectiveness of cross-functional lateral linkage devices used by Australian manufacturers during their new product development activities”

Completed the Literature Review as an agreed “special topic”
The evolution of my research

Co-authored an ANZMAC paper entitled:

Re-focused and refined my research model to:
“Developing a Climate of Trust to Enhance Cross-Functional Relationships during New Product Development”
Developing a Climate of Trust during New Product Development: A Conceptual Framework

by

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Tuesday 6th December, 2005
Overview

- Background
- Integration and Collaboration
- The Role of trust
- Gaps to Address
- Model Development and Propositions
- Contributions
Background

Integrating functional specialists during NPD activities has been challenging researchers for decades

(Burns and Stalker, 1961, Lawrence & Lorsch 1967)

Effective functional integration does impact on new product success

(Jassawalla and Sashittal, 1998; Griffin and Hauser, 1996; Ruekert and Walker, 1987)
What is effective integration and how is it achieved?
Integration vs. Collaboration

Integration
meetings and information flows between departments
(Griffin and Hauser, 1996; Ruekert and Walker, 1987)

Collaboration
departments work together to achieve collective goals
(Kahn, 1996; Jassawalla and Sashittal, 1998)
Collaboration

The use of Mechanistic integration devices had inconclusive results

(Souder and Moenart, 1990, 1994; Mukhopadhyay and Gupta, 1995; Griffin and Hauser, 1996; Maltz and Kohler, 2000; Leenders and Wierenga, 2002)

What other organisational factors impact on the level of collaboration achieved?
The Role of Trust

“Trust can facilitate cooperation and coordinated social interaction, it reduces the need to monitor others’ behaviour, formalize procedures and create specific contracts. It also facilitates informal cooperation and reduces negotiation costs, it is invaluable to organizations that depend on cross-functional teams, inter-organisational partnerships, temporary work groups, and other co-operative structures to coordinate work”

(Williams, 2001, p.377)
The Definition of Trust
The Definition of Trust

Cognitive
Grounded in individual beliefs about peer reliability and dependability

Affective
Grounded in reciprocated interpersonal care and concern.

(Brewer, 1981; Cummings and Bromily, 1996; McAlister, 1995)
Cross-functional relationships benefit from trust through

- Resolving conflict and preserving harmony

- Increasing perceived quality and use of market information
  (Maltz and Kholi, 1996)

- Improving cross-functional collaboration
  (Jassawalla and Sashittal, 1998)
Trust and NPD

Culture

“The pattern of shared values and beliefs that help individuals understand organisational functioning, and thus provide them norms for behaviour in the organisation”

(Deshpande and Webster, 1989, p4)

A culture high in trust has been found to have the most significant effect on behaviour during NPD

(Moorman, 1995)
Trust and NPD

Climate

“the feelings of .. .members about the level of trust and mutual supportiveness in the intra-organisational relationship.”

(Mohr and Nevin, 1990; Barclay, 1989)

A warm and trusting climate can minimise conflict and improve communication effectiveness
## Marketing researchers’ view of trust

<table>
<thead>
<tr>
<th>Authors</th>
<th>Role of trust</th>
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<tbody>
<tr>
<td>Souder, 1977</td>
<td>Needed to resolve interpersonal conflict</td>
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<tr>
<td>Souder, 1981</td>
<td>Distrust found in “severe disharmony states”</td>
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<tr>
<td>Souder, 1988</td>
<td>Distrust characterised by deep seated jealousies, negative attitudes, fears, hostile behaviour</td>
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<tr>
<td>Souder, Moenart, 1990</td>
<td>Trust found to be high in “harmonious” relationships</td>
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<tr>
<td>Moorman, Zaltman and Deshpande, 1992</td>
<td>Interdependence of inter-functional relationships facilitates trust</td>
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<tr>
<td>Maltz, Kohli, 1996</td>
<td>Trust in sender effects perceived quality and use of market information</td>
</tr>
<tr>
<td>Jassawalla and Sashittal, 1998</td>
<td>Trust effects level of collaboration achieved.</td>
</tr>
<tr>
<td>Souder, 1988</td>
<td>If interpersonal distrust continues without management intervention it can become institutionalised</td>
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<tr>
<td>Barclay, 1989</td>
<td>“warm and trusting” climate can minimise interdepartmental conflict.</td>
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<tr>
<td>Mohr and Nevin, 1990</td>
<td>Climate of high trust improves communication effectiveness</td>
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<tr>
<td>Moorman, 1995</td>
<td>“Clan” culture – high in trust – most significant affect on market information use</td>
</tr>
<tr>
<td>Jarvenpaa and Leidner, 1999</td>
<td>“swift” trust can be developed based on broad categorical social structures</td>
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CLIMATE OF TRUST

COLLABORATIVE BEHAVIOURS

Bi-directional Communication
Mutual Accommodation
Functional Conflict

Faith in the NPD Process Used

Low Perceived Risk to the Individual
High Perceived Benefit to the Individual

Internal Volatility
Changes in NPD Strategy
Change in NPD Personnel and Top Management

Individual Factors

NPD Culture
Mutual Goal Setting
NPD Ownership
Integrated Rewards and Incentives

Level of Interfunctional Rivalry

NPD Outcomes

NPD Culture
Mutual Goal Setting
NPD Ownership
Integrated Rewards and Incentives

Organisational Factors

MGMT Culture
NPD Priority
Support for NPD by Top Management
Blame Placing
Fair Resource Allocation

Faith in the Organisation

Bi-directional Communication
Mutual Accommodation
Functional Conflict

NPD Priority
Support for NPD by Top Management
Blame Placing
Fair Resource Allocation
P1. The more supportive the management culture is of NPD, the:

a) lower the level of inter-functional rivalry,

b) higher the climate of trust achieved,

c) higher the level of collaborative behaviour, and

d) higher the likelihood of NPD success.
P2. The more inclusive the NPD culture, the:

a) lower the level of interfunctional rivalry,

b) higher the climate of trust achieved,

c) higher the level of collaborative behaviour, and

d) higher the likelihood of NPD success.
P3. The lower the perceived internal volatility, the:

a) lower the level of inter-functional rivalry,

b) higher the climate of trust achieved,

c) higher the level of collaborative behaviour, and

d) higher the likelihood of NPD success.
CLIMATE OF TRUST

MGMT CULTURE
NPD Priority
Support for NPD by Top Management
Blame Placing
Fair Resource Allocation

NPD CULTURE
Mutual Goal Setting
NPD Ownership
Integrated Rewards and Incentives

INTERNAL VOLATILITY
Changes in NPD Strategy
Change in NPD Personnel and Top Management

Level of Interfunctional Rivalry

CLIMATE OF TRUST

Identification with the Organisation
Low Perceived Risk to the Individual
High Perceived Benefit to the Individual

Faith in the NPD Process Used

INDIVIDUAL FACTORS

Faith in the NPD Process Used

University of Wollongong
Trust me ... I almost never miss!??#
Contribution

1. Reconceptualise the role of organisational trust and its antecedents on the collaborative behaviours of cross-functional team members during NPD;

2. Develop a measure for the climate of trust within NPD teams that takes into account previously neglected cognitive and affective aspects of trust as well as individual risk perceptions.
Potential for Academic Collaboration

- Currently with other NPD researchers
- With management theorists – considering organisational trust
- With other social researchers considering trust in organisations
My Managerial Contribution

- Shift focus away from mechanistic organisational structures to a more organic approach to improve collaboration and NPD success.

- Determine the type of culture that needs to be developed within organisations to decrease inter-functional rivalry and develop a climate of trust within NPD teams.

- Clearly highlight the critical role that management actions play in developing and nurturing a climate of trust within the NPD process of an organisation.

- Use trust as an organising principle to facilitate organisationally beneficial behaviours of team members resulting in flexible and rapid response to market changes.
Potential for Industry Collaboration

- In-depth interviews with managers responsible for NPD in various manufacturing organisations in Australia

- Agreement to approach the NPD teams in their organisations to perform empirical research.
Personal Areas of Success

- Industry experience
- Relationship building
- Writing
Thank you!!