

**Speaking Up in Ad Hoc Multiteam Systems:
Individual Level Effects of Psychological Safety, Status, and Leadership Within and Across
Teams**

Keywords: speaking up, multiteam systems, psychological safety, leadership, status

Abstract

Speaking up in high-risk organizations plays a pivotal role in the mitigation of errors and can make the difference between life and death. To date, speaking up has been studied mostly within teams. However, many high-risk organizations rely on the effective collaboration *across* teams in ad hoc multiteam systems (MTS). This study widens the scope of research from teams to MTS and empirically compares the mechanisms involved in speaking up within versus across teams in ad hoc MTS-aircrews. In a sample of 1,490 aircrew members of a European airline, we found that crewmembers' individual level perceptions of psychological safety mediated both the relationship between status and speaking up and between perceived leader inclusiveness and speaking up *within* teams. *Across* teams, however, psychological safety and leader inclusiveness—as perceived by pursers in their role as boundary-spanners—showed no effect. Instead, it was pursers' *within-team* perceptions of psychological safety that mediated between status and speaking up across teams. Teams in ad hoc MTS may thus serve as safe harbors supporting their members also in interactions across team boundaries. Implications of findings for research on MTS and practical recommendations to improve speaking up within and across teams in ad hoc MTS are discussed.