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Factors of Leadership Attitude Enhancing Interregional Collaboration

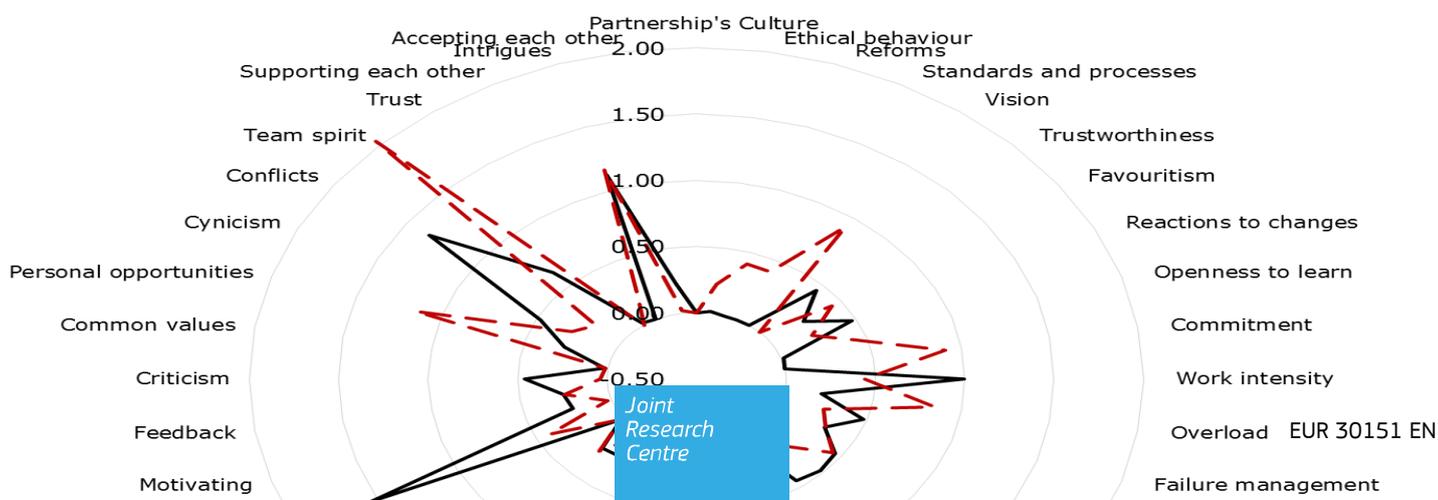
*Dynamic Interregional
Strategic Partnerships'
Leadership Impact on
Motivation and Commitment*

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Abstract

Interregional collaborative actions led by visibly focused and determined lead actors with a well-defined governance structure are more likely to be successful in attaining their objectives. Thus, this research proposes to examine the role of good governance and leadership contribute to the overall sustainability and viability of interregional initiatives. Accordingly, the paper explores how the leadership of the cross-border partnerships effect the motivation and commitment within the partnership by comparing attitudes of leaders and participants to explore the potential for more effective operation. The assessment framework has been developed with the aim to assist leading stakeholders of interregional collaborative actions to ensure efficiency, sustainability and success of their projects in achieving their objectives. The proposed assessment framework highlights areas of leadership where adjustments or changes are needed in order to contribute to the viability of cross-border collaborative efforts, examining the motivational and attitudinal indicators. Regularly assessing the impact of leadership on the motivation and commitment of actors across participating entities contributes to the efficiency and sustainability of collaborative actions by signalling issues of motivation and commitment. Through such assessment, specific areas can be highlighted, where there is lack of motivation and commitment towards the partnership, the leadership, the team and the work itself. Through regular re-assessments, effects of leadership practices or previous decisions can be measured. The assessment framework has been developed in a way that it can be applied to any collaborative actions that have a well-defined governance structure with designated leadership.

1 Introduction

An increasing number of European regions realise that the more complex strategic objectives focusing on the developing of new European value chains can be achieved only through collaboration with other regions with similar strategic objectives and priorities. In practice, the experiences from some of the earlier interregional co-investment projects stress the importance of a flexible yet well thought-out methodological approach to combining partners' regional capabilities. Thus, as of today, many European regions are building and ensuring their competitive advantages in strategic areas via cross-border collaborative actions.

Involvement in such interregional collaborative partnerships often requires each partner region creating a dedicated multi-level support structure. These (often new) governance structures can then direct and facilitate each partner's involvement in strategic interregional partnerships. In turn, each region's support structure is to be connected with the other partners in one multiregional governance structure. These new support structures facilitate a continuous collective learning process across partner regions in strategic areas expected to generate successful joint projects. Solid governance structures then guide the overall collaborative process. The complexity of such an interregional collaborative process can be mitigated to some degree when partners agree to follow one or several so-called lead regions.

The effectiveness and efficiency of the joining function of leaders greatly dependent on the ability, commitment and capacity of few actors. Regularly assessing the impact of leadership on the motivation and commitment of actors across participating regions contributes to the efficiency and sustainability of partnerships by signalling issues of motivation and commitment.

The present paper proposes an assessment framework looking at the role and effect of leadership of such cross-border collaborative structures on motivation and long-term sustainability of their operations. Through such assessment, areas with lack of motivation and commitment can be highlighted. The assessment can be applied to any network configuration that holds a governance structure with clear leadership. Such structures can be identified, thus the proposed leadership assessment can be applied to – among others – Horizon and Interreg projects, to thematic Smart Specialisation partnerships, or to organisations such the Knowledge Innovation Communities of the European Institute of Technology or the C40 that gathers mayors of mega cities from around the world. With adjustment of leadership styles or practices, motivation can be enhanced to optimal levels and through regular re-assessments, effects of leadership practices or previous decisions can be measured.

2 Conceptual framework for leadership and attitude assessment

Leadership studies have been on research agendas for decades and an extensive amount of literature is available on leadership, while several universities are offering courses on the topic (Rost, 1991). Several conceptual frameworks have been developed around the phenomenon to examine the patterns of behaviour and attitudes and instruments have been developed to evaluate leadership styles. Leadership style refers to the patterns of behaviours, attitudes or traits by persons in leadership positions (Yukl 2002). Certain literature provides an idealistic definition of a leader as a person stimulating creative powers of individuals by maximising one's potential (Spigener, 2009, Yukl, O'Donnel and Taber, 2009, Zepke, 2007). A more realistic definition says that leadership is the key to unlock or block performance and change (Serrat, 2009). Attempts have been made to identify the leadership styles that have the highest efficiency on attaining objectives, motivating or satisfying co-workers applied to various settings, such as educational, health organisation or corporations. Studies look at the role of personal qualities versus the system in the effectiveness of leadership (Serrat, 2009):

"It is not what leaders do: it is what springs from purposeful relationships. Leadership does not depend on one person but on how groups act together to make collective sense of the situations they confront. From this perspective, leadership in organizations is the process by which individual and team contributions to a shared cause increase (at least) on a par with job-related psychological well-being."

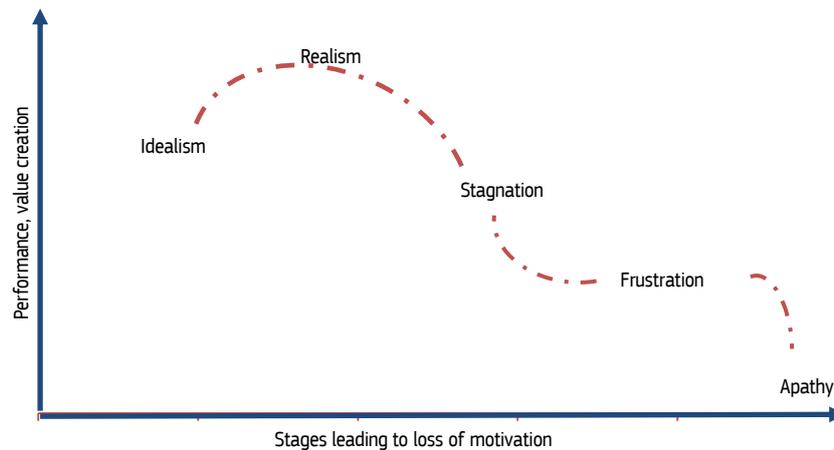
Competences, motivation, commitment, abilities and skills and their effects on the efficiency of decisions and operations are usually measured at the level of individuals. Nevertheless, to be able to grasp the efficiency of leadership in case of cross-border collaborative partnerships, the paper proposes an assessment framework that is able to provide feedback at organisational unit level.

Cross-border collaborative partnerships are made up of different stakeholders with diverse backgrounds in terms of education, motivation, attitude, or commitment. To be able to achieve their set objectives, leaders need to provide adequate responses to stakeholders' divergent needs in terms of leadership. In case of cross-border collaborations, change is a significantly present and confronting phenomena at organisational, local and international levels too, thus adapting to change allows the leaders to meet the demands of the future and of the team too. Integral leaders demonstrate "leadershift" that allows leaders to become the architects of their organisation's renewal and success (Maxwell, 2019). Individuals need different leadership qualities, therefore leadership attitudes need to be individualised in relation to many areas, such as control, motivation or acknowledgment. Integral leaders allow team members to feel like genuine partners (Anderson and Adams, 2019).

Stakeholders' performance and changes in their motivation is measured by various institutes. A study from the University of Melbourne examines the loss of motivation and how it leads to burn out (Sarros, 1989). Building on this study, the five stages of (loss of) motivation can be defined, which can be translated into the five stages of attitudes within organisations, depicted on Figure 1:

- The stage of idealism, when employees perform at a maximum. This stage is characterised by positive attitude, individualism and lack of teamwork,
- The stage of realism, when teamwork, community engagement, rational thinking are present and enhances awareness towards acknowledging own skills and ambitions,
- The stage of stagnation, when individual performance decreases, performance is minimised, but still kept the semblance of good performance.
- The stage of frustration, when due to decreased performance there is tension. At this stage, people are waiting for help from others which diverts others from doing their own work,
- The stage of apathy, which is characterized by loss of faith, complete performance lag and moral crisis that influence others in the team too.

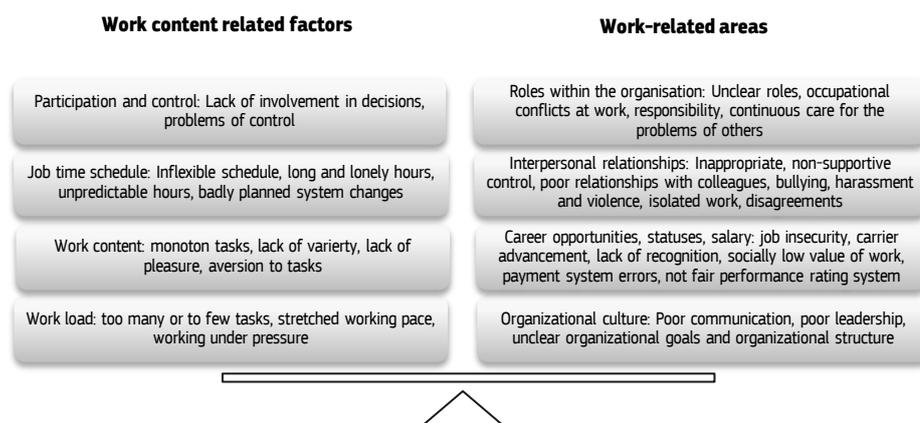
Figure 1 Stages of attitudes



Diverse stages of attitudes require different responses from the leadership. At the stage of idealism, it is subservient to include the employee in teamwork, to give space on meetings to showcase his / her ambitions and ensure acknowledgement. At the stage of realism, the goal is to keep the attitude at current level, since at this stage the employee is providing the greatest value to the organisation. At the stage of stagnation, the problem is lack of motivation, so adequate motivational tools have to be used, such as a new assignment, a new function with increased responsibility, acknowledgement, an incentive, etc. The stage of frustration is not about motivation. Here, the focus is on support from the hierarchy to help the employee complete his / her tasks. This stage might require increased presence of leaders, assigning a mentor or shifting from individual tasks to team-work. During the stage of apathy, the objective is to shift the employee to a previous stage where the attitude is still favourable, which can be achieved by restoring his / her faith in leadership and the team. After having explored the causes of loss of faith, the employee can be better involved in the operations of the organisation, attention can be drawn to positive changes, the joint vision can be reinforced.

The Nottingham University has examined the stress related decrease in performance. Previous research proved that occupational stress lead to increased irritability, reduced ability to relax and difficulties in concentration linked to logical thinking and decision making, reduced commitment and work satisfaction and psychosomatic symptoms (Stavroula, Griffiths and Cox, 2003). All these lead to increased absences, fluctuation, complains between employees, reduced work safety, and decreased commitment. Furthermore, it creates a hostile ambience towards newcomers and the image of the organisation might be damaged. Figure 2 lists factors that lead to occupational stress.

Figure 2 Factors causing occupational stress



Source: Stavroula, Griffiths and Cox, 2003

The Health and Safety Executive (HSE) is a public institute in the United Kingdom responsible for occupational health and safety supporting the labour market with political and operative questions. HSE is measuring those areas that have the biggest impact on

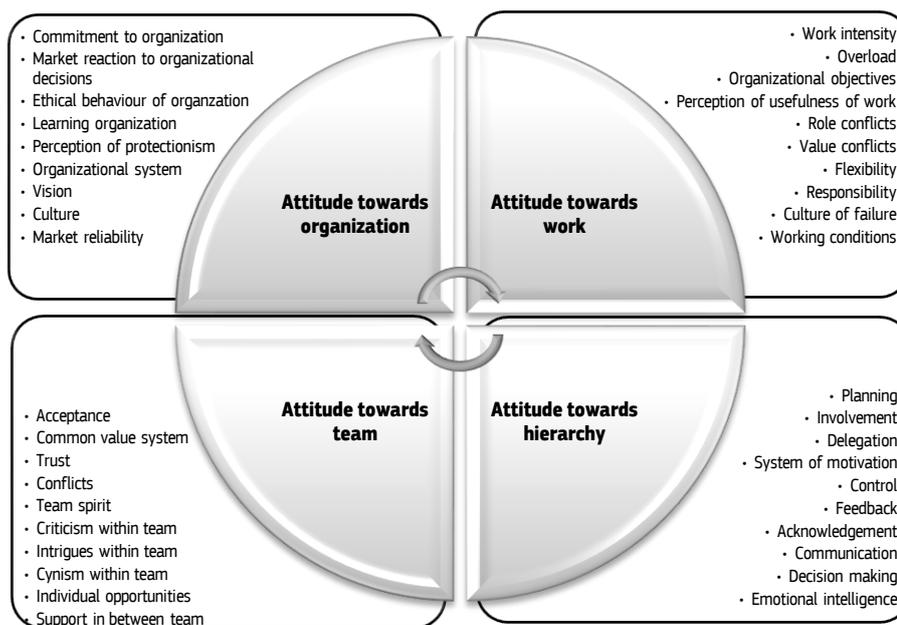
employee's performance. The organisation has identified seven stress factors that are responsible for occupational stress and leads to decreased performance, which are:

- Requirements such as workload, work pattern, and work environment,
- Feedback that reflects on how much and what kind of confirmation does the employee receive about the work he / she does,
- Support, including encouragement, support from the organization, line management, and staff,
- Contacts at the workplace, which relates to developing positive working methods to avoid conflicts and tackling unacceptable behaviour,
- Roles, linked to understanding own role within the organization; roles without contradictions and conflicts,
- Change, meaning how the management succeeds organizational change, how does the organization communicate changes with employees,
- Culture, reflecting how the organization demonstrates the commitment of the company to change, and if there are well-developed, open and correct processes linked to changes within the organisation (MacKay et al, 2007).

As change became the new constant, leadership must be flexible and be able to quickly adapt to change and must become skilled in uncertainty. Dynamic directional changes effect positively the team and the organisation (Maxwell, 2019). Attitude determines how employees relate to the work community, to work, to the manager, and to their own team. The quality of attitude determines the organisational culture, how people work as a team, the quality of the work done, the punctual adherence to the deadlines, proactivity, acceptance and follow-up of the leader. Likewise, the attitude of employees linked to communication with the outside world, which in essence determines the brand and, in the long run, the goodwill of an office or the organization.

The Corporate Vitality index (CVI) measures along the five stages of attitudes presented previously on Figure 1: idealism, realism, stagnation, frustration and apathy. The index assigns values along four dimensions: attitude towards organisation, attitude towards work, attitude towards hierarchy and attitude towards team. In each dimension there are ten areas measured presented in Figure 3.

Figure 3 Dimensions of measures of the Corporate Vitality Index



In order to be able to define and support any cross-border collaborative actions on the concept and practice of good leadership, the paper intends to provide a pattern that can be easily transmitted and applied to any interregional collaborative efforts. As organisation cultures are affected by processes, habits, expectations, formal and informal knowledge and learnings, belief systems, hierarchy, competences, adaptability, resilience, internal communication, brand, etc. All these factors are to be measured by the proposed assessment in a way to be able to assess whether and the extent of the organisational culture contributing to the efficiency of the organisation. If it is not the case, the assessment serves to highlight which areas are to be dealt with in order to achieve positive change.

2.1 Adjustments of existing frameworks to interregional collaborative contexts

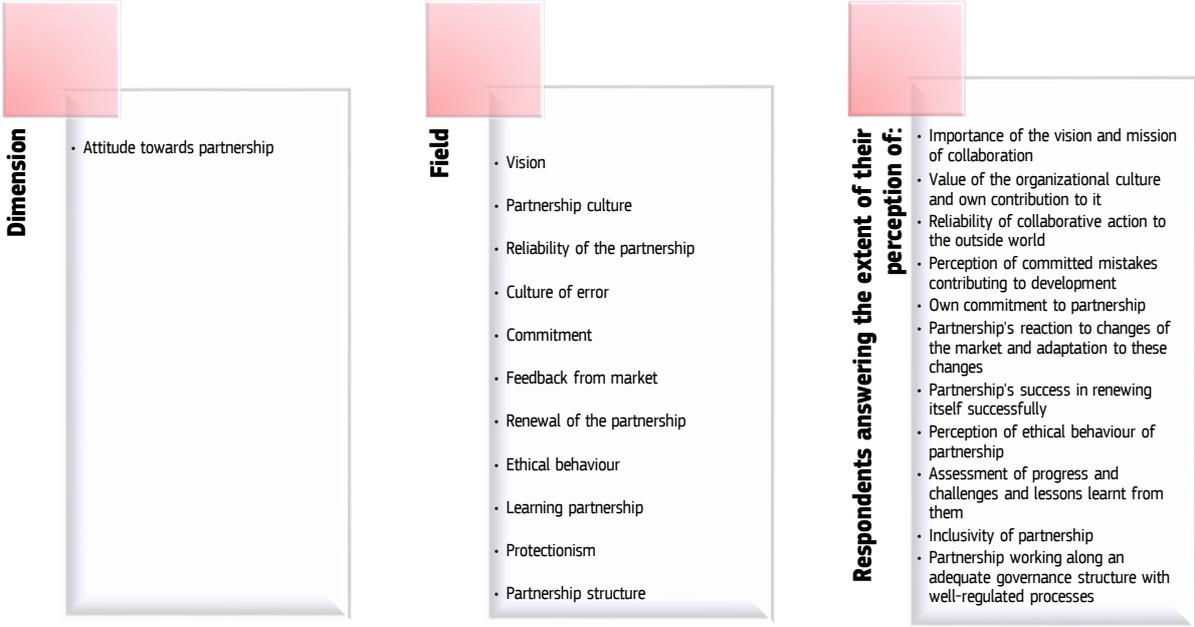
Good leadership contributes to higher performance of collaborative actions if the impact of leadership can be measured accurately and reliably. Furthermore, such measurement is to provide support for leaders to explore needs of participating stakeholders related to leadership style, methods and their effects on motivation and commitment. All these measurements serve to signal in a timely manner loss of motivation or commitment.

Building on the researches described in section 2 on the existing conceptual frameworks for leadership and attitude, the four original dimensions of the corporate vitality index have been adjusted to the specificities of interregional collaborative actions.

Question that leaders and participants have to answer are formulated in a way that results can compare attitudes of leaders and partners to be able to explore potential for more effective operations. The aim in the structure of the survey is to examine the motivational and attitudinal indicators behind the cross-border actions and to highlight areas that could enhance a more effective collaboration and operation.

The first set of questions looks at the attitude of leading and participating individuals towards the collaboration. The questions are related to the vision, the organisational culture, structure and ethical behaviour or reliability. Also, it is important to highlight, how the collaboration is dealing with mistakes or how it is able to adapt to changes in the market and other internal or external factors. Figure 4 provides an overview of the elements of the assessment framework that are related to the attitude traits towards the collaboration.

Figure 4 Assessment of attitude traits towards the partnership



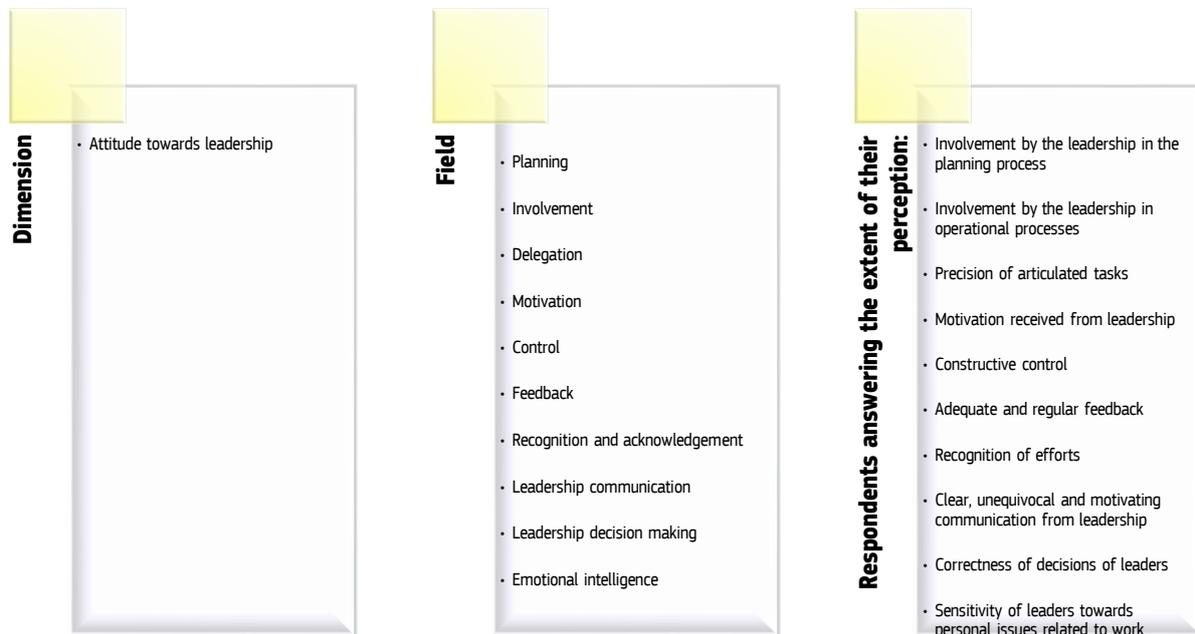
As regards to the measures reflecting on one's attitude towards responsibilities, the assessment looks – among other factors – at work intensity, overload, goals, role and value conflicts, flexibility or responsibility. Figure 5 provides an overview of the specific questions asked as regards to attitude towards own responsibilities within the collaboration.

Figure 5 Assessment of attitude traits towards own responsibilities



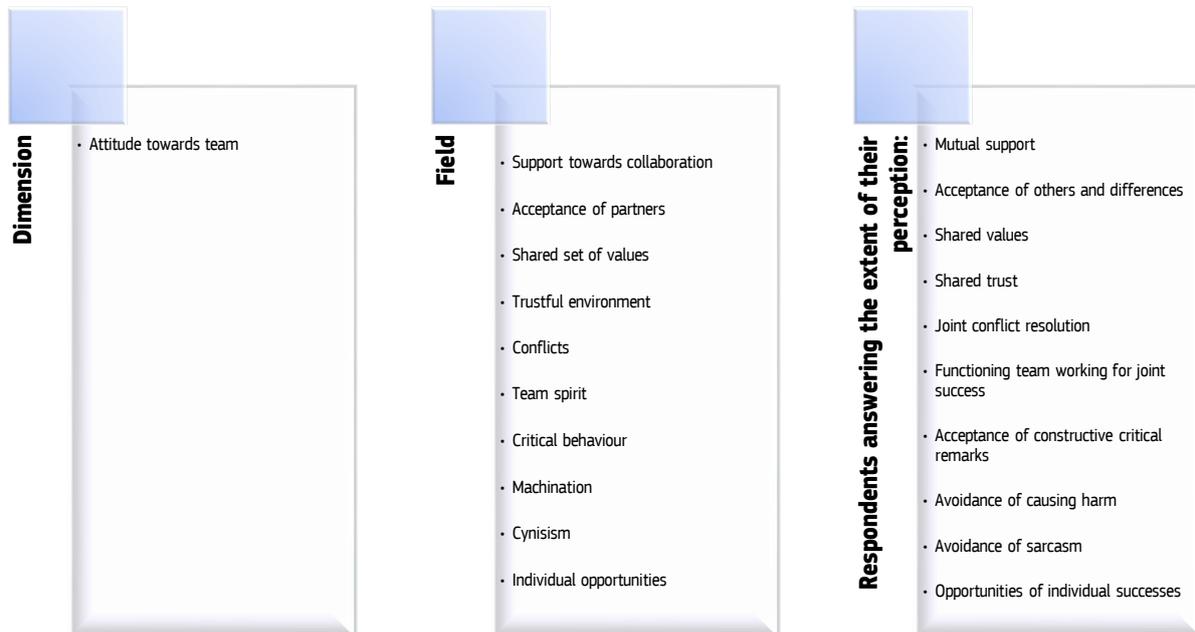
The third area of the assessment looks at the attitude towards the leadership. It is assessing how planning, involvement, delegation, motivation, control, feedback or recognition are handled and viewed within the collaboration. Figure 6 shows the specific elements that feed back from the collaborative action as regards to the leadership.

Figure 6 Assessment of attitude traits towards leadership



The questions addressed to measure attitude towards the team relate to each other's support, acceptance of differences, values, trust, conflict resolution, etc. Figure 7 presents the values measured as regards to attitude towards team.

Figure 7 Assessment of attitude traits towards team

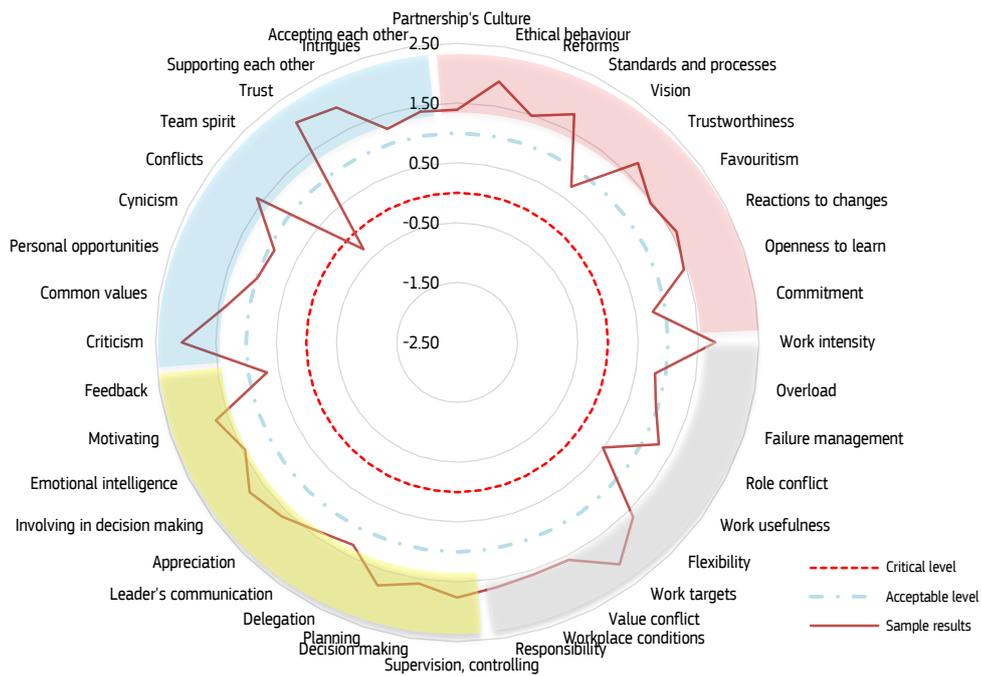


The original methodology of CVI corporate index have been used without modification, thus in case of all fields, the attitude states are placed on a forced ranking scale, based on which each attitude receives a value. When ranking attitudes, each state gets a different weight, thus in the evaluation, the ranking and the weight result in an index value. The index values indicate the following:

- In case of *values above 2*, the attitude is considered outstanding, where realistic and idealistic responses dominate. The predominance of realistic responses indicates rational work, team play and commitment to achievement,
- *Values above 1* reflect that the area works properly. Responses typically indicate idealistic and realistic attitude status, in this order. The predominance of idealistic status reflects individualism, less team play,
- *Values between 0.5 and 1* highlight areas where attitudes show stagnation, thus these are areas that need to be developed. In these cases, there are problems of motivation,
- *Values between 0 and 0.5* also require development, given that these areas reflect attitudes of frustration and apathy, in this order. This range is characterised by continuous tension, fear of loss of performance, and anxiety,
- The perception is critical in case of *values below 0*, which means that responses indicate status of apathy and frustration. This status is characterised by loss of faith, disappointment, and cynicism.

Patterns of behaviour are embodied in the responses, identifying attitudes of participants in a certain field. Figure 8 provides an overview of the dimensions measured with sample results.

Figure 8 Dimensions of leadership assessment



Values below 0 (indicated by a dotted / red line) show critical values and values above 1 (indicated by a dashed / blue line) show proper functioning of the organisation in terms of motivation and attitude. The system ensures efficiency of development at three levels. At the level of individuals, teams and at organisational level.

The values at the bottom left quarter of the figure relate to the leadership of the collaboration (indicated with yellow colour), also presented in Figure 6, while the upper left quarter are values belonging to the perceptions of the team (indicated with blue colour) that have been presented in Figure 7. The values shown on upper right quarter relate to the partnership (indicated with red colour) that have been presented in Figure 4 and the bottom right to the work itself (indicated with grey colour) as it was shown previously in Figure 5.

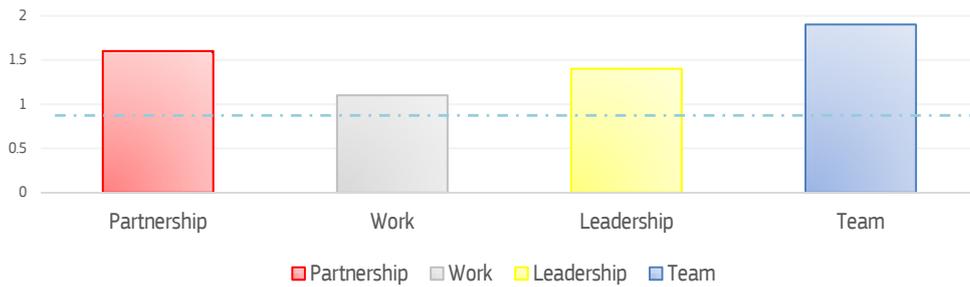
The complete questionnaire is presented in Annex 1. Under each of the above presented 40 dimensions, the responses are formulated in a way that they correspond to one of the motivational stages presented in **Figure 1**. To give an example, **Table 1** provides an insight of the correlation between specific answers of a dimension with a specific stage of motivation. The answers shown related to the dimension of failure management.

Table 1: Correspondence of assessment dimensions with motivational stages

Statements to be ranked related to failure management	Motivational stage
We, as a collaboration, we learn from our mistakes. We analyse both our good and our bad decisions.	Realism
We, as a collaboration, we have never analysed the reasons behind our mistakes, nor we will.	Apathy
It disturbs me, that we repeatedly make similar mistakes.	Frustration
Our decisions tend to be good, therefore we do not analyse too much.	Stagnation
I am sure that we make the right decisions.	Idealism

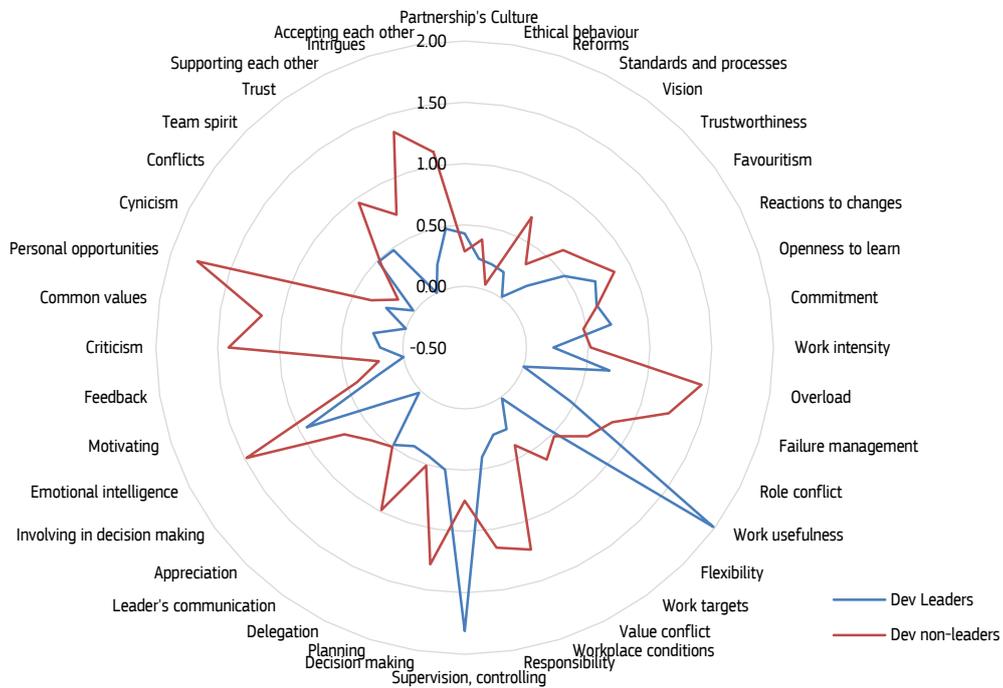
Regarding the results of the assessment, firstly the averages of individuals, teams and organisations can be presented as regards to their attitudes along the four dimensions (organisation, work, team, hierarchy), shown in Figure 9.

Figure 9 Assessment results indicating average attitudes at individual, team or organisational level



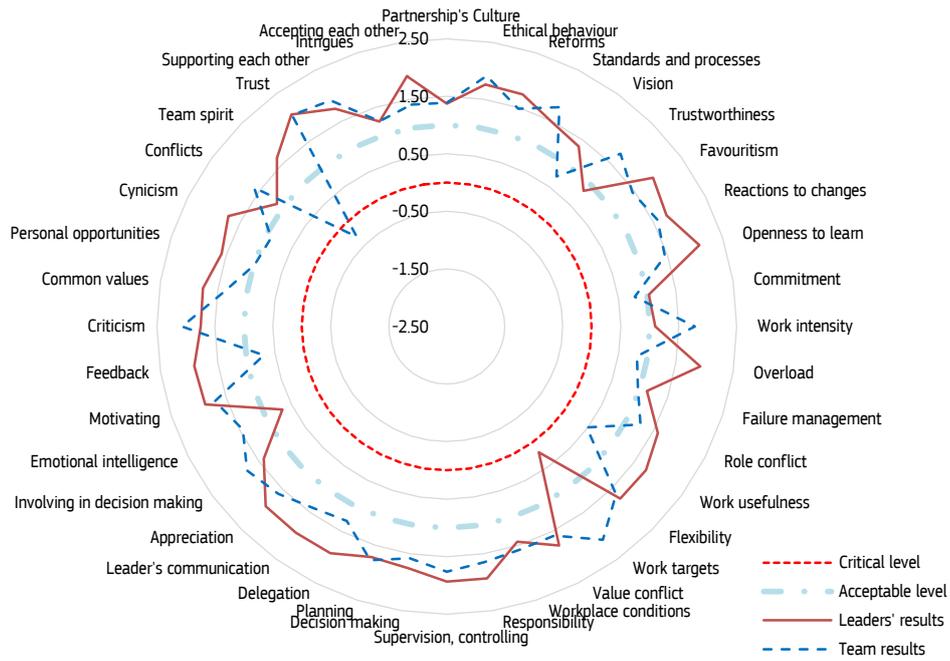
Beyond representation of average results at team or organisational level, through standard deviation the extremity of answers / perception of specific areas can be depicted. Standard deviation can be compared across teams or across leaders versus non-leaders, as shown on Figure 10.

Figure 10 Standard deviation of assessments at team or organisational level



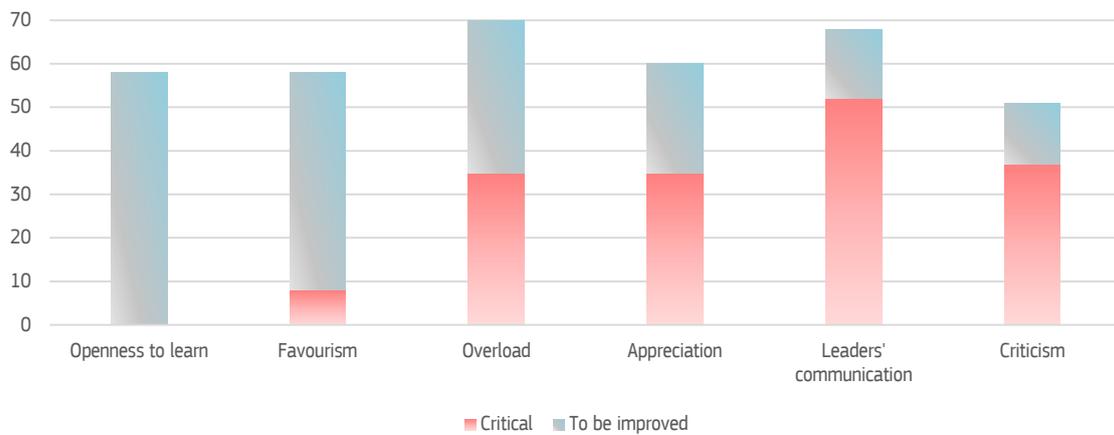
The answers of the leader and the team can be presented in the same radar diagram, thus attitudes can be compared. Also valid for comparison between teams. Such representation can highlight the differences of specific areas of different groups, as shown in Figure 11, which depicts differences of perception between leaders and non-leaders.

Figure 11 Comparison of indexes of team and leaders



At team level, it can be shown what percentage of the team members have indicated values under 0 that needs development. Also, those areas can be highlighted, where there are challenges within the team, but its development is not an urgency at the time of the assessment, thus areas resulting in value between 0 and 0.5, as presented in Figure 13.

Figure 12 Identification of areas needing development at team level



As a result of the assessment, at organisation, team or at individual level it can be highlighted what areas need to be developed to reach better performance, how leadership can be more efficient, or how new participants can be better integrated. In line with the objectives of this paper, those areas can be identified where there are challenges in relation to the leadership.

3 Applicability of assessment framework to collaborative actions

The majority of interregional collaborative actions require a sound governance structure with a clearly defined leadership. In this section, the authors provide a sample list of interregional projects that require such structure, thus the assessment framework could support them to enhance the effectiveness of leadership.

Horizon 2020 is a funding program focusing on – among others – supporting excellent science to ensure Europe’s long-term competitiveness, industrial leadership to make Europe a more attractive location to invest in research and innovation and on societal challenges. Most of the horizon 2020 themes support collaborative research projects with at least three organisations from different countries. The members of the consortium are obliged to sign a consortium agreement between each other, which serves to provide a framework for successful project implementation; setting out the rights and obligations amongst themselves. The governance structure of the consortium is also set in this agreement to “achieve results and to efficiently disseminate and exploit these results.” The governance structure should relate to ways of coordination and management, powers and responsibilities, voting rules (European Commission, 2011, European Commission, 2015).

C40 is a network of the mega-cities in the world committed to addressing climate change. The organisation offers three types of memberships. Megacities defined by population or GDP, innovator cities, which do not qualify as megacities, but show leadership in environmental and climate change work. Observer cities are applicant cities that are admitted once they fulfil requirements. The lead of the organisation is the elected chair bringing expertise and resources. It is a rotating position.

The **European Institute of Innovation and Technology (EIT)** aims to reinforce innovation capacity of the European Union by integrating the entrepreneurship driven knowledge triangle of higher education, research and business. These so-called Knowledge Innovation Communities (KICs) are centred around specific themes and offer innovative stakeholders to be part of an integrative collaborative community. KICs are highly autonomous, legally and financially structured partnerships with their own governance structures. The KICs connect the so-called co-location centres that are leading hubs of excellence in the specific theme. Each KIC has a lead, furthermore, each co-location centre has a director (Official Journal of the European Union, 2013).

Interreg Europe program aims at reducing disparities in the levels of development, growth and quality of life in European regions and accordingly promotes actions designed to make the European territory more innovative, more sustainable and more inclusive. The program focuses on four policy areas: research, technological development and innovation, competitiveness of SMEs, low carbon economy and environment and resource efficiency. The program finances interregional cooperation projects, where partnerships made up of relevant policy organisations work together for 3-5 years to exchange their experiences on a specific policy issue. Partnerships applying need to have between 5-10 partners from at least three counties. This funded collaboration requires a lead partner that holds the formal link between the project partners, furthermore there is a requirement to set up stakeholder groups around each policy instrument addressed (Interreg Europe, 2019).

The first **Vanguard Initiative (VI)** pilots have been launched in 2013 as strategic cooperation among regional eco-systems of innovation along S3 priority areas. As it is highlighted in the EC communication:

The Vanguard Initiative seeks to lead by example in developing interregional cooperation and multi-level governance to help regional clusters and eco-systems to focus on priority areas for transforming and emerging industries. Vanguard regions seek to exploit complementarities identified in smart specialisation strategies in order to develop world-class clusters and cluster networks, in particular through pilots and large-scale demonstrators.

The Vanguard Initiative seeks to lead by example in developing inter-regional cooperation and multi-level governance for supporting synergies and complementarities between clusters and regional eco-systems – in particular through pilots and large-scale demonstrators. On a day to day basis, this project is managed through an interregional alliance of industrial platforms or cluster organisations that mediate the connections between regional eco-systems and their actors. All actors work in collaboration with regional industrial ecosystems. The structure of the Vanguard initiative represents a multi-layer structure of governance, organised around five pilot projects. Horizontal coordination actions are ensured, addressing joint interest, needs of the pilots. Specific sub areas in which pilots work are called demo cases.

The **thematic Smart Specialisation platforms** offer a new general approach to support European Union industry internationalisation and competitiveness by bringing regions together to discuss common objectives and by finding complementarities between investments. In terms of network configuration, one key driver is being able to design and develop an adequate governance structure that allows dealing with both political and technical aspects. Such challenge has been dealt with the creation of multi-layered governance structures of the thematic Smart Specialisation partnerships led by a limited number of regions or regional stakeholders.

Other examples could have been listed too that can be assessed by the proposed framework, such as ERASMUS+ programs or partnerships working under the Programme for the Competitiveness of Enterprises and small and medium-sized enterprises (COSME) calls, thus there is a wide possible application of the assessment framework.

Cross-border collaborative actions – as their name indicate – gather stakeholders from different regions. The diversity of actors bring many advantages, such as the possibility to exploit complementary regional research and innovation capabilities, to build necessary research and innovation capacities or to overcome fragmentation and critical mass across the European Union. Complex strategic objectives in the field of research, innovation, climate, environment or education need to be addressed through collaboration across borders; with other regions with similar strategic priorities. Through well-defined governance structures, these collaborations secure continuous exchanges and dialogues and ensure a long term and cumulative learning process.

Also, these structure pose challenges to assess the impact of leadership given the geographical disparity of participating person / entities in such collaborative actions. Given the distance and the periodicity of meetings, many assessed values can greatly differ before or after such meetings, significantly affecting the motivation and commitment of partner. Furthermore, these collaborative actions are often highly dependent on external factors, such as decisions or funding of a – for example – European body.

Piloting the assessment framework can allow to provide an insight into the real applicability of this exercise, followed by validation that can justify if highlighted areas do reflect ongoing issues within collaboration and their relevance in their operations.

4 Conclusions

The proposed leadership assessment framework allows leadership to have an overview to learn of the team dynamics, to bring corrective actions or to become agile towards change, thereby positively affecting the team towards uncertainty. The results of the assessment highlight areas that would require development in order to achieve a more efficient functioning of collaborative actions. These collaborative actions can be viewed as a learning system: continuously working out solutions to their own challenges (Senge, 1990 and McGill, 2003). Ideally, these collaborations lead to stronger regional innovation eco-systems with improved internal connectivity between regional stakeholders. Such eco-systems then can open up and better connect to European or global knowledge networks and systems of innovation (Mariussen and Hegyi, 2019 and Mariussen et al, 2019).

When analysing cross-border collaborative actions, in terms of network configuration, one key driver is being able to design and develop a network configuration that allows dealing with both political and technical aspects. Such challenge has been dealt with the creation of multi-layered governance structures of collaborations and the involvement of different actors focusing on their strengths and connections. The collaborative actions described in section 3 are all connecting diverse stakeholders of their regional innovation eco-system through their agreed governance structures and structured workflow, guaranteeing continuous exchanges and dialogues, ensuring a cumulative process of learning in the context of their communities of expertise.

The animation and management of the network rely mostly on the assigned leadership of the partnerships. The effectiveness and efficiency of the 'joining function' is very much dependent on the ability, commitment and capacity of few actors. The objective of the proposed assessment framework is to highlight those areas where leadership effects individual performance and where leadership does not motivate participants (any longer), but performance is based on identity towards the partnerships or personal ambitions. The significance of the assessment is that leaders can motivate up to certain point of performance after which, leaders only demotivate and deteriorate performance. Thus, from the point of view of leaders, it is important to be able to identify that level of performance, where one needs to provide more responsibilities or freedom.

The assessment is structured in a way that leaders of collaborative actions can identify areas in which they can motivate participants towards the objectives of the collaboration, let it be learning, research or joint investment. Through the assessment, leadership development objectives can be defined, after which through re-assessment changes in case of each targeted area be measured.

Assessment of attitude of the interregional collaborations can be also important in case of admitting new participants or in case of possible changes in terms of leadership or organisational structure. Through the assessment, it can be observed if partners are ready for such a change. Effects of certain organisational changes can be measured, also signalling critical areas, which need to be paid attention to, aka developed.

Regularly performing assessment examining impact of leadership in interregional projects could help leaders assess motivation and commitment of partners, could help leaders to make better informed decisions regarding responsibilities, leadership styles, organisational changes, and can help re-examining earlier decisions and validate certain action points. The various experiences gained from regular assessment would help leaders in strategic planning process.

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List of abbreviations and definitions

COSME	Programme for the Competitiveness of Enterprises and small and medium-sized enterprises (COSME)
CVI	Corporate Vitality Index
EIT	European Institute of Innovation and Technology
KIC	Knowledge Innovation Community
RIS3	Research and Innovation Strategies for Smart Specialisation
S3	Smart Specialisation Strategy
TSSP	Thematic Smart Specialisation Platform
VI	Vanguard Initiative

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Annexes

Annex 1. Assessment questionnaire

Respondents had to rank each set of questions belonging to a specific value resulting in a forced rank scale.

1	Absolutely not true	Generally not true	Sometimes/partially true	Generally true	Absolutely true
<i>I would feel more useful if I could add something to the collaboration's culture.</i>	0	0	0	0	0
<i>The collaboration's culture represents value for us.</i>	0	0	0	0	0
<i>The collaboration's culture alone does not make any change.</i>	0	0	0	0	0
<i>I can shape and add something to the collaboration's culture.</i>	0	0	0	0	0
<i>The collaboration's culture is less important for me.</i>	0	0	0	0	0
2					
<i>We pursue ethical behaviour as the base of long-term business and operation.</i>	0	0	0	0	0
<i>We always do business and all operations in an ethical way.</i>	0	0	0	0	0
<i>I think that our exaggerated ethical behaviour is disadvantageous for us.</i>	0	0	0	0	0
<i>Why should we behave ethically while other companies / organisations do not?</i>	0	0	0	0	0
<i>We behave ethically when it is expected of us.</i>	0	0	0	0	0
3					
<i>I fear that innovation sometimes takes a wrong course.</i>	0	0	0	0	0
<i>If something is working well, there is no need to change it / improve it.</i>	0	0	0	0	0
<i>I urge reforms in every area.</i>	0	0	0	0	0
<i>Innovation is just a waste energy and money that could be used better elsewhere.</i>	0	0	0	0	0
<i>We successfully reform areas that need change.</i>	0	0	0	0	0
4					
<i>Sometimes I have the impression that the collaboration's processes do not support the work of the collaboration.</i>	0	0	0	0	0
<i>I use the collaboration's processes when I can.</i>	0	0	0	0	0
<i>I always follow the collaboration's processes.</i>	0	0	0	0	0
<i>The collaboration's is operating according to right standards. We make corrections, where not.</i>	0	0	0	0	0
<i>There is no process that could help the collaboration.</i>	0	0	0	0	0
5					
<i>The collaboration's vision inspires me.</i>	0	0	0	0	0
<i>The collaboration's vision is important for me but it is only one contributor to its success.</i>	0	0	0	0	0
<i>It would be good to know more about the collaboration's vision.</i>	0	0	0	0	0
<i>The collaboration's vision alone does not make things better.</i>	0	0	0	0	0
<i>The collaboration's vision is not important for me.</i>	0	0	0	0	0
6					
<i>I think the collaboration's is a reliable actor in the market / in the policy area.</i>	0	0	0	0	0
<i>I feel we can be more reliable in the market, in the policy area.</i>	0	0	0	0	0
<i>There is nothing we should do about our collaboration's reliability.</i>	0	0	0	0	0

<i>There is no chance to find fair and reliable organisations anymore.</i>	0	0	0	0	0
<i>I work on keeping up the collaboration's reliability.</i>	0	0	0	0	0

7

<i>If I work hard, I would get a more visible / leadership role in due course.</i>	0	0	0	0	0
<i>Receiving a more visible / leadership role is always justified by outstanding skills or excellent performance.</i>	0	0	0	0	0
<i>I want to get a more visible / leadership role, but I do not know how to achieve this.</i>	0	0	0	0	0
<i>I do not strive for a more visible / leadership role.</i>	0	0	0	0	0
<i>If I were appreciated by the collaboration, I would have received a more visible / leadership role already.</i>	0	0	0	0	0

8

<i>No policy or market change can divert us from our usual routine / operation.</i>	0	0	0	0	0
<i>The collaboration strives to respond appropriately to policy and market demands and changes.</i>	0	0	0	0	0
<i>We could perform better if the leadership of the collaboration would involve us deeper in addressing policy and market changes.</i>	0	0	0	0	0
<i>There is no point in analysing policy and market changes because the policy environment and market always returns to its previous state.</i>	0	0	0	0	0
<i>We always give the best response to policy and market changes.</i>	0	0	0	0	0

9

<i>We, as a collaboration, we learn from our mistakes. We analyse both our good and our bad decisions.</i>	0	0	0	0	0
<i>We, as a collaboration, we have never analysed the reasons behind our mistakes, nor we will.</i>	0	0	0	0	0
<i>It disturbs me, that we repeatedly make similar mistakes.</i>	0	0	0	0	0
<i>Our decisions tend to be good, therefore we do not analyse too much.</i>	0	0	0	0	0
<i>I am sure that we make the right decisions.</i>	0	0	0	0	0

10

<i>I am committed to everything that is moral and serves improvement.</i>	0	0	0	0	0
<i>I am committed to myself in the first place, since it is all about my life after all.</i>	0	0	0	0	0
<i>Would commitment improve anything?</i>	0	0	0	0	0
<i>I am afraid my commitment to the collaboration is not evident to others.</i>	0	0	0	0	0
<i>I can only see myself in the collaboration as a fully committed partner.</i>	0	0	0	0	0

11

<i>Knowing my performance, I am at ease regarding responsibilities.</i>	0	0	0	0	0
<i>I always take responsibility for my work.</i>	0	0	0	0	0
<i>I always take as much responsibility as necessary.</i>	0	0	0	0	0
<i>I am troubled by the fact that sometimes I have to take responsibility instead of others.</i>	0	0	0	0	0
<i>We are always held responsible, even when responsibility does not lie with us.</i>	0	0	0	0	0

12

<i>I work efficiently yet I take the necessary breaks.</i>	0	0	0	0	0
<i>I never let pressure divert me from working at my own pace.</i>	0	0	0	0	0
<i>Nobody cares about our abnormal work intensity at our collaborative action.</i>	0	0	0	0	0
<i>I never notice that I actually work at a high pace on my responsibilities at the collaboration.</i>	0	0	0	0	0

<i>The pace of work related to the collaboration is too tight, sometimes I lose control over my work.</i>	0	0	0	0	0
13					
<i>I have too much work related to the collaboration, which makes me stressed all the time.</i>	0	0	0	0	0
<i>If I feel overworked, I let the leadership know or ask colleagues for help.</i>	0	0	0	0	0
<i>Being overworked is unknown in our collaboration.</i>	0	0	0	0	0
<i>I do not understand how anyone could feel overworked related to the tasks of the collaboration.</i>	0	0	0	0	0
<i>I do not feel overworked, my tasks towards the collaboration is my life.</i>	0	0	0	0	0
14					
<i>I am concerned about making mistakes as they are almost always sanctioned.</i>	0	0	0	0	0
<i>As a collaboration, we hardly ever make mistakes.</i>	0	0	0	0	0
<i>Making mistakes is part of the job, that's it.</i>	0	0	0	0	0
<i>We use mistakes to learn from them.</i>	0	0	0	0	0
<i>Even if we do not make any mistake, at the end of the day it is always like we could have done it better.</i>	0	0	0	0	0
15					
<i>I feel what I am expected to do is different from what I think about my responsibilities at the collaboration.</i>	0	0	0	0	0
<i>I accepted that all work should be done, regardless of what is included in my tasks related to the collaboration.</i>	0	0	0	0	0
<i>I do all the tasks my leadership expects me to do in my working hours.</i>	0	0	0	0	0
<i>My responsibilities and my tasks perfectly match who I am.</i>	0	0	0	0	0
<i>I am fine with having to carry out tasks occasionally that are not part of my tasks at the collaboration.</i>	0	0	0	0	0
16					
<i>Most of the time I feel my work is useful, when not, I consult my leadership.</i>	0	0	0	0	0
<i>Nobody has ever realised that I could do a more useful job for the collaboration.</i>	0	0	0	0	0
<i>I cannot tell if my work is seen useful by my collaboration.</i>	0	0	0	0	0
<i>I do one of the most useful jobs at the collaboration.</i>	0	0	0	0	0
<i>I do not care whether or not my work is seen useful by others.</i>	0	0	0	0	0
17					
<i>I am flexible in every respect, even if my leadership cannot be / is not.</i>	0	0	0	0	0
<i>My leadership's flexibility is not important for me, I perform my duties in one way or the other.</i>	0	0	0	0	0
<i>I could perform better if my leadership was more flexible.</i>	0	0	0	0	0
<i>My leadership's high flexibility supports me in my tasks.</i>	0	0	0	0	0
<i>We have always worked in compliance with the rules, there is no chance for a change.</i>	0	0	0	0	0
18					
<i>I have always achieved my work targets regarding the collaboration.</i>	0	0	0	0	0
<i>I would need more support to achieve my work targets.</i>	0	0	0	0	0
<i>My work targets are motivating and achievable.</i>	0	0	0	0	0
<i>The work targets are unattainable can already be seen at them time of setting them.</i>	0	0	0	0	0
<i>I will achieve my work targets sooner or later.</i>	0	0	0	0	0
19					

<i>I don't care about the value of my work as long as I am integral part of the collaboration.</i>	0	0	0	0	0
<i>My work is valuable for the collaboration, for society as well as for me.</i>	0	0	0	0	0
<i>I am afraid my work is less valuable for the collaboration and the society than I think.</i>	0	0	0	0	0
<i>My job consists serious responsibilities creating value and less important tasks as well.</i>	0	0	0	0	0
<i>Why should I care about the value of my work, when it is evaluated by others anyhow?</i>	0	0	0	0	0
20					
<i>I think our working conditions adversely affect our performance.</i>	0	0	0	0	0
<i>We have got used to the fact that our working conditions will not change.</i>	0	0	0	0	0
<i>We do not have any influence on our working conditions, we accept them.</i>	0	0	0	0	0
<i>We can create suitable working conditions ourselves.</i>	0	0	0	0	0
<i>I believe that as human beings we are more important than our working conditions.</i>	0	0	0	0	0
21					
<i>I prefer my work to get sufficient attention even if it means more control.</i>	0	0	0	0	0
<i>Control is a necessary evil.</i>	0	0	0	0	0
<i>Control does not hinder us but supports us.</i>	0	0	0	0	0
<i>Control makes me tense, I do not find it supporting.</i>	0	0	0	0	0
<i>Control does not serve improvement in any way.</i>	0	0	0	0	0
22					
<i>I fully support the leadership in making the right decisions.</i>	0	0	0	0	0
<i>The leadership makes decisions and we accept them.</i>	0	0	0	0	0
<i>The leadership takes every circumstance into consideration in order to make right decisions.</i>	0	0	0	0	0
<i>It would be reassuring if I knew that the leadership takes into consideration every circumstance affecting me when making decisions.</i>	0	0	0	0	0
<i>The leadership always decides at his/her discretion. We have no other choice but to accept this.</i>	0	0	0	0	0
23					
<i>I am given my work targets ready and accept them as they are.</i>	0	0	0	0	0
<i>I see my targets in my work as challenges.</i>	0	0	0	0	0
<i>The planning of the tasks at collaboration has always been done without including those affected.</i>	0	0	0	0	0
<i>I see my targets in my work realistic and I take part in planning them.</i>	0	0	0	0	0
<i>I would be more committed if I were involved in the planning of my targets.</i>	0	0	0	0	0
24					
<i>What the leadership expects us to do is something we always have to find out ourselves.</i>	0	0	0	0	0
<i>I could perform better if the leadership explained my tasks and the details of execution more clearly.</i>	0	0	0	0	0
<i>The leadership explains my tasks and I clarify the details of execution with them.</i>	0	0	0	0	0
<i>The leadership makes sure that I understand my tasks to the smallest details.</i>	0	0	0	0	0
<i>I am not troubled if I don't understand exactly what I am supposed to do.</i>	0	0	0	0	0
25					
<i>The leadership gives us clear instructions and motivates us.</i>	0	0	0	0	0

<i>The leadership always makes every effort to let us know what they think exactly.</i>	0	0	0	0	0
<i>We listen to what the leadership has to say, nothing more.</i>	0	0	0	0	0
<i>I could work better if I had a clearer understanding of what the leadership has to say and the importance of their words.</i>	0	0	0	0	0
<i>We can never be sure that what is said today, means the same tomorrow.</i>	0	0	0	0	0
26					
<i>Appreciation is important for me. It also defines my position in the collaboration.</i>	0	0	0	0	0
<i>I would do my job with more enthusiasm and satisfaction if the leadership would acknowledge my efforts more often.</i>	0	0	0	0	0
<i>The leadership takes every chance to praise me and thus motivate me.</i>	0	0	0	0	0
<i>I don't need any acknowledgment, I am aware of the value of my work.</i>	0	0	0	0	0
<i>Acknowledgment has never been our strength.</i>	0	0	0	0	0
27					
<i>I would feel more reassured if the leadership would involve me in making decisions that are affecting me.</i>	0	0	0	0	0
<i>The leadership almost always involves me in the preparation of decisions that affect me.</i>	0	0	0	0	0
<i>Whether the leadership involves me or not in making decisions, they are always attentive to my interests.</i>	0	0	0	0	0
<i>It is not important for me to be involved when the leadership is making decisions affecting me.</i>	0	0	0	0	0
<i>Our involvement in decision making is all eyewash, anyways.</i>	0	0	0	0	0
28					
<i>The leadership has a special sensitivity to the problems that affect my work.</i>	0	0	0	0	0
<i>The leadership's sensitivity to my problems is not important for me.</i>	0	0	0	0	0
<i>It would be important for me to see the leadership be more sensitive and more understanding towards my work-related problems.</i>	0	0	0	0	0
<i>So far, it has not been typical that the leadership would be sensitive to our problems.</i>	0	0	0	0	0
<i>I try to display all my emotions in order to help the leadership to understand my problems.</i>	0	0	0	0	0
29					
<i>I seldom feel motivated by the leadership's words or deeds.</i>	0	0	0	0	0
<i>The ways the leadership tries to motivate me makes me stressed rather than better performing.</i>	0	0	0	0	0
<i>We have never been able to devise a proper motivation system.</i>	0	0	0	0	0
<i>My manager motivates me in all possible ways.</i>	0	0	0	0	0
<i>Very skilfully, the leadership motivates me to perform better with my personal ambitions.</i>	0	0	0	0	0
30					
<i>I receive proper feedback from the leadership and this improves my performance.</i>	0	0	0	0	0
<i>In many cases, I have to ask for feedback on my work in order to be sure.</i>	0	0	0	0	0
<i>I know how I perform in my work regardless of any feedback.</i>	0	0	0	0	0
<i>I would be more confident about my performance if I would receive more and more specific feedback.</i>	0	0	0	0	0
<i>I have received no feedback on my work so far.</i>	0	0	0	0	0
31					
<i>In the collaboration we help one another through constructive feedback.</i>	0	0	0	0	0
<i>I am annoyed by the usually unconstructive criticism coming from my</i>	0	0	0	0	0

<i>collaborating partners.</i>					
<i>Criticism coming from within the collaboration only serves the purpose of defaming one another.</i>	0	0	0	0	0
<i>I do not care about criticism.</i>	0	0	0	0	0
<i>I often exercise self-criticism and welcome others criticising me.</i>	0	0	0	0	0
32					
<i>We share the same values in our collaboration.</i>	0	0	0	0	0
<i>There is no chance for us to have common values in the collaboration.</i>	0	0	0	0	0
<i>I don't care about my partners' values in the collaboration.</i>	0	0	0	0	0
<i>My values match those of our collaboration.</i>	0	0	0	0	0
<i>I find it difficult to cooperate with the members of the collaboration because of our different values.</i>	0	0	0	0	0
33					
<i>It is not important for me being the best in the collaboration at any cost.</i>	0	0	0	0	0
<i>I try to help everybody to show their individual strengths within the collaboration.</i>	0	0	0	0	0
<i>I feel I cannot show what I am the best at within the collaboration, though I would like to.</i>	0	0	0	0	0
<i>It is important for me to stand out sometimes and make my talents visible.</i>	0	0	0	0	0
<i>What purpose would it serve to stand out from the crowd?</i>	0	0	0	0	0
34					
<i>The cynicism of some partners in the collaboration bothers me very much.</i>	0	0	0	0	0
<i>I do not like cynicism, and I am vocal about it, when necessary.</i>	0	0	0	0	0
<i>If I hear a colleague of the collaboration being cynical, I talk to them to find out the reasons.</i>	0	0	0	0	0
<i>I am surprised that not everyone has become cynical yet.</i>	0	0	0	0	0
<i>What is the problem with cynicism?</i>	0	0	0	0	0
35					
<i>Our collaborating partners try to uncover and discuss conflicts together.</i>	0	0	0	0	0
<i>I try to stay out of conflicts, they settle by themselves over time.</i>	0	0	0	0	0
<i>Even if we uncover and solve a conflict, there comes another one for sure.</i>	0	0	0	0	0
<i>I am troubled by the fact that we have unresolved conflicts within the collaboration.</i>	0	0	0	0	0
<i>I like to undertake the job of uncovering the reasons of conflicts and settling them.</i>	0	0	0	0	0
36					
<i>We have to work together. This is quite enough for the collaborative action's spirit.</i>	0	0	0	0	0
<i>We function as a team within the collaboration.</i>	0	0	0	0	0
<i>It is not necessary to force the team spirit all the time. Everybody does their own job.</i>	0	0	0	0	0
<i>I am a team member, although it is sometimes better to work alone.</i>	0	0	0	0	0
<i>There are many individualists in the team. This makes difficult to reach the common targets.</i>	0	0	0	0	0
37					
<i>It makes me tense to see that some members of the collaboration misuse the confidence others have.</i>	0	0	0	0	0
<i>Even if I trusted my partners within the collaboration, some of them would abuse it.</i>	0	0	0	0	0

<i>I unconditionally trust my colleagues in the collaboration and they also fully trust me.</i>	0	0	0	0	0
<i>There is no need for trust to discuss workplace issues.</i>	0	0	0	0	0
<i>Trusting my colleagues in the collaboration is just natural, as this is the only way I can count on them.</i>	0	0	0	0	0

38

<i>I help others, if it is mutual.</i>	0	0	0	0	0
<i>I try to rely only on myself in everything I am doing.</i>	0	0	0	0	0
<i>We have never supported each other.</i>	0	0	0	0	0
<i>I do not feel my colleagues in the collaboration to be ready to help me in need.</i>	0	0	0	0	0
<i>I help my colleagues in the collaboration even if they do not help me in return.</i>	0	0	0	0	0

39

<i>I take care not to provoke any partner in the collaboration or harm their reputation.</i>	0	0	0	0	0
<i>I have been a target of intrigue, so I have become careful since then.</i>	0	0	0	0	0
<i>I don't care about intrigue.</i>	0	0	0	0	0
<i>None of our colleagues of the collaboration is an intriguer, and we wouldn't tolerate any.</i>	0	0	0	0	0
<i>There are intriguers in our collaboration too, we have come to accept it.</i>	0	0	0	0	0

40

<i>Even if we accepted each other, that would be done just on the surface.</i>	0	0	0	0	0
<i>I accept my colleagues of the collaboration, which is making my job easier too.</i>	0	0	0	0	0
<i>I don't think it is necessary to accept my colleagues of the collaboration or to be accepted by them.</i>	0	0	0	0	0
<i>I am annoyed by the fact that there are partners of the collaboration who don't accept others.</i>	0	0	0	0	0
<i>I accept those who think differently, and I also expect this acceptance from others.</i>	0	0	0	0	0

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