

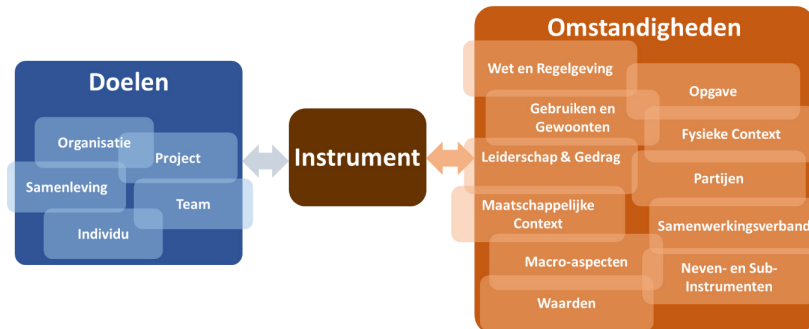
THESIS APPENDIX

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Appendix 1 – DPS framework



Framework (original), figure 3 DPS report. Aalstein et al., 2025.

Appendix 2 – Framework literature reference list

- [1] Ono & Archibald, 1991
- [2] Babei et al., 2021
- [3] Gareis, 2000
- [4] Burger et al., 2019
- [5] Nugapitiya et al., 2009
- [6] Gattringer & Wiener, 2020
- [7] Halman & Burger, 2002

Appendix 3 – Criteria for instrument selection

- 1) The instrument activates collaborative behavior
 PSUs and PFUs are different from regular planning sessions and are specifically organized with the intent to promote interaction between project actors. Their arranging follows the idea that actors are more willing to work together and more easily exchange information and ideas if they are familiar with each other (Burger et al., 2019). Therefore, improving the understanding of each other's goals and needs, thereby enhancing non-adversarial behavior, is a central goal of this instrument. Still, their actual effect, the way the improved collaboration shows, needs to be studied further.
- 2) The instrument can be legally operationalized
 This has not been mentioned in literature. In practice, PSUs and PFUs are mostly developed outside of legal frameworks and then operationalized through them in by demanding them as part of the contract between client and contractor and are therefore a constituent of a legal mechanism.
- 3) A significant positive effect is expected when applying this instrument
 The positive effect of PSUs has been examined in several studies. One study by Gattringer & Wiener (2020), for instance, found that the project start-up workshop increased participants' motivation for the project and that it contributed to creating clarity about the expected outcomes. Another study states that collective and goal-directed actions are significantly enabled by effective front-end workshops (Engel and Carlsson, 2002). Furthermore, there is evidence that PSUs support a better understanding of project scope and purpose (Halman & Burger, 2002).
- 4) The instrument is applicable in the Dutch context
 PSUs and PFUs are becoming standard practice in bigger construction projects in the Netherlands, according to the case study. Those demonstrate that PSUs and PFUs can be included in contracts in Dutch construction projects and that they are applied in numerous cases and project types.

Criteria to determine the *significant effect* of instruments:

- 5) The instrument has been (successfully) implemented
 Generally, in the construction sector and especially for complex projects, PSUs and PFUs have become standard practice, as can be seen through the inclusions of the instrument in *basisovereenkomsten* (Eng. basic framework/agreement) of the government and municipalities in the Netherlands for instance.
- 6) The instrument has been applied in several project environments
 As evident from the literature, the instrument is commonly used in construction, as well as other sectors, making them part of diverse project environments (Ioan et al., 2023; Ono & Archibald, 1991; Gattringer & Wiener, 2020). In construction, they have been used for many years, as investigated by the researcher.

- 7) The influence on those environments and other circumstances has been investigated
Some research has examined the outcomes of PSUs and their implications for the project environments (Halman & Burger, 2002; Gattringer & Wiener, 2020). This study, however, turns this concept around and attempts to explore how or if the project circumstances influence the design of the instrument in practice.
- 8) The effect of the instrument has been measured objectively
While the effects of PSUs and PFUs have been investigated to an extent (Halman & Burger, 2002; Engel and Carlsson, 2002), measuring the effectiveness of (elements of) project start-ups, based on the objectives that are considered important, is part of this research. Ono & Archibald (1991), for instance emphasized that in their research, projects with start-up workshops have been on schedule and of better quality compared to the projects that did not.
- 9) The assessment of the instrument's effect is substantiated
In the literature it is indicated that PSUs are not sufficiently utilized (Halman & Burger, 2002). That is why in this study, not the objective effect, but a group-based assessment of the effectiveness of PSUs was conducted using Qsorting methodology. Measuring the effectiveness empirically is one goal of this research since it constitutes a knowledge gap regarding this instrument.

Based on the selection criteria and their identified significance, PSUs and PFUs can be considered eligible for investigation as (legal) instruments. However, several limitations remain, particularly concerning their legal operationalizability, as well as their effects and effectiveness. These gaps are addressed in the present research. Moreover, PSUs and PFUs appear to be shaped not only by legal frameworks, but also by management principles.

The level of *maturity* and refinement of these instruments is ambiguous. The limited body of literature on PSUs, suggests that they are applied across different types of projects, provides some insight into their purposes and offers a few accounts of their effect on the projects and project teams. However, the literature does not address the legal operationalization of project start-ups. Halman & Burger (2002), for instance state that PSUs are not mandatory and are therefore usually initiated by the client. This suggests that, at least in existing literature, the instrument can be regarded as only moderately mature.

This finding contrasts with the results of the case study, in which PSUs and PFUs demonstrated a higher degree of maturity, as discussed in chapter 5. This discrepancy might be explained by the limited number of available studies and reports on PSUs, as well as the age of the literature, which ranges from the 1990s to around 2020. More recent developments may therefore have contributed to a higher level of maturity than is currently reflected in the literature.

Appendix 4- Analyzed documents

Case	ID	Document name	Document name (original)	Document type
Case 1 - Noord-tunnel	BO	Basic agreement	Basisovereenkomst	Contractual
	VO	Maintenance Request Specification	Vraagspecificatie onderhoud	(Technical) specifications
	PMP	Project Management Plan	Project Management Plan	Planning
	VE	Request Specification Requirements	Vraagspecificatie Eisen	(Technical) specifications
	AVD	Procurement guide	Aanbestedingsleidraad v	Contractual
	XIX	Annex Exploration Phase	Annex Doorgrondingfase	Contractual
	DKP DGF	Partial Quality Plan DGF	Deelkwaliteitsplan DGF	Contractual
	VP	Process Request Specification	Vraagspecificatie Proces	(Technical) specifications
	VD08	Progress Documentation 08	Voortgangsdokumentatie 08	Contractual
	PSU	PSU documentation	Samenwerkingsmanifest, presentation slides, invitation &	Minutes, correspondence, report, output
	MV	Market vision	Markt visie	Roadmap document (not specific to project)
Case 2 - A27	BO	Basic agreement	Basisovereenkomst	Contractual
	IDP	Information Dialogue Phase	Inlichtingen Dialoofase	Contractual
	A	Annexes	Annexen	(Technical) specifications
	VSE	Request Specification Requirements Part 1	Vraagspecificatie Eisen Deel 1	(Technical) specifications
	VSE	Request Specification Requirements Part 2	Vraagspecificatie Eisen Deel 2	(Technical) specifications
	-	PSU documentation		<i>not available</i>
	PMP	Project Management Plan	Project Management Plan	Planning
	VSP	Process Request Specification	Vraagspecificatie Proces	(Technical) specifications
	A-B	ALSEEN-BPKV Integrated project vision and approach	ALSEEN-BPKV Integrale projectvisie en -aanpak	Project explanation and vision
	Extra	Contract excerpt	UAV-GCI 2019	Contractual
Case 3 - Scale Up TK	SD	Start document	Startdocument	Project explanation and vision
		Appendix 5 - Working Agreements on Collaboration and Organization		
	A5		Bijlage 5 - Werkafspraken Samenwerking en Organisatie	Contractual
	A6	Appendix 6 - Scale-up Start Document	Bijlage 6 - Startdocument Scale-up	Contractual
	GL	Awarding Guidelines	Gunningsleidraad	Tender/Procurement
	PSU-1	Kick Off Plan Scale Up	Draaiboek Kick Off Scale Up	Agenda PSU
	PSU-2	Kick-off report	Verslag kick-off	Report PSU

Appendix 5- Interview protocol project managers and facilitators

Semi-structured interview protocol project managers

Main research question:

How can project partners practically and legally design project start-ups to achieve actor goals in complex projects?

Sub-questions:

1. What do project startups consist of in practice?
2. In which context are PSUs currently used, and how are they legally embedded?
3. What are the actor goals that motivate the use of PSUs?

→ **Reconstruct why specific PSU design choices were made in the given case**

4. Do collaboration partners perceive PSUs as effective in meeting those goals?
5. How can PSUs be designed better to meet actor goals (effectiveness)?

PART 1 - Introduction

Thank you for taking the time to participate in this interview. I am Dilara Paulsen, a student from the TU Delft who studies Management in the Built Environment. We have talked online previously, nice to meet you in person now. For my master thesis, I am studying project startups in construction projects, specifically how they are designed and used by project partners. I am interested in understanding how these startups/PSUs and project follow-ups/PFUs are organized in practice, in what project contexts they are used, and what goals actors try to achieve with them. I would like to discuss the specific project you were involved in, project X, and how the project startup and follow-ups were organized there. The interview will take about 60 minutes. Your responses will be treated confidentially and anonymized in the research as described by the informed consent form. Do I have your permission to record the interview for transcription and analysis purposes? And do you have any questions or doubts that you want to clear before the recording?

PART 2 - Topic areas to cover in the interview

Topic	Purpose	Theoretical background
A	Introduction and project context	
B	PSU design in practice	
C	Contractual/Legal embedding	
D	Actor goals	
E	PSU improvement	

PSU definition: A project startup (PSUs) is a phase or sequence of activities at the start of projects, through which a systematic project structure and team organization is set up between two or more parties.

A

Questions	Probes
Could you tell me something about yourself and your role and responsibilities in this project?	
How would you characterize this project? - Follow-up: How would you describe the level of project complexity/uncertainty? Why? - What kind of (contractual) collaboration arrangement is being used?	- Field, i.e. infrastructure - Scale/scope - Procurement and contract type - Key stakeholders - Budget/Time constraints - Project delivery model
How would you define a project startup? Follow-up: What are PFUs, are they important and if yes, why? How does your organization use them?	

10 min.

B Let's talk about how the PSU was actually implemented in this project.

Can you walk me through how the PSU was organized in this project? Follow-up: Was it a single event or a series of activities?	- Timing, duration - Participants - Location - How many
How are the participants selected and what roles do they play? Who initiated the PSU/PFU? Follow-up: Was there a facilitator/coach? What was their role?	
What topics and activities were included in the PSU?	- Project goals - Risk discussion - Role clarification - Trust-building
Who decided what would be included in the PSU and was the design adapted to the project circumstances? - Yes – How? - No – Why not? Follow-up: What specific elements were adapted?	- Standard practice - Facilitator - Project-specific design?
OPTIONAL: Were any particular tools or methods used? Follow-up: Which ones did you like/find useful? Which ones do you remember well?	- Games i.e. Bingo - Management Drives

	Visual mapping
OPTIONAL: How does this PSU compare to others you have experienced? What are the differences and why do they exist?	<i>Maybe if there is still time at the end</i>

15 min.

C I would now like to discuss the contractual or formal aspects of the PSU.

Do you know if the PSU was formally required in the contract, or was it voluntary? How does the contract type/legal framework in this project influence how the PSU is designed or conducted?	• Integrated vs. traditional • DBM • Collaboration requirements
In the documentation I saw that you have the <i>Dorgrooningsfase</i> , how is that specific for the project? And what does this phase mean for the project and the collaboration in it?	
Were any formal/informal outcomes of the PSU documented, if yes, which ones? • Follow-up: How are the outcomes followed up? • Follow-up: Do you feel that they are followed up sufficiently?	• Value declaration • Team agreements • Collaboration principles • Risk register

10 min.

D

What are the main objectives for organizing the PSUs/PFUs from your perspective in this project? • Follow-up: Were the goals explicitly discussed in the PSU?	• Align expectations • Build trust • Get to know each other • Reduce conflicts
Whose goals were addressed during the PSU? Did actors have different goals? • Follow-up: Which goals do you think are most important in this project?	• Client • Contractor • Collective goals
To what extent are the PSU goals actually achieved/how is it going at the moment?	• Successes • Bottlenecks
Which values are important in this partnership and why?	• Trust • Openness and transparency • Equality ...

12 min.

E Looking back at the PSU, I would like to reflect a bit on what worked well and what could be improved

If you could redesign the PSU for this project, what would you change? • Follow-up: are there learning mechanisms that travel across projects?	
What aspects or elements worked well in this specific project?	
What elements do you think are often unnecessary or less useful?	

8 min.

Final questions: Before we conclude, I would like to ask a couple of broader questions.

- Based on your experience, when are project start-ups most valuable?
- Are there specific (project) conditions where PSUs are particularly important or unnecessary?
- Is there anything else about project start-ups in construction projects that you think is important for this research?

5 min.

PART 3 - Debrief

1. Thanking the interviewee for their time and answers.
2. Do you want to rectify/change or delete any information that you have given during the interview before analysis?
3. Explaining how the results will be used: The interviews will be analyzed regarding recurring themes and patterns and to write out a description about how project actors see PSUs and PFUs. The results of the interviews will be compared to other cases and finally published in my master thesis. In June, I will present my findings to a public audience at TU Delft and defend it in front of my supervisors. I can share my thesis with you, once it is completed, in case you are interested in reading it.

Semi-structured interview protocol facilitators

Main research question:

How can project partners practically and legally design project start-ups to achieve actor goals in complex projects?

Sub-questions:

6. What do project startups consist of in practice?
7. In which context are PSUs currently used, and how are they legally embedded?
8. What are the actor goals that motivate the use of PSUs?

→ **Reconstruct why specific PSU design choices were made in the given case**

9. Do collaboration partners perceive PSUs as effective in meeting those goals?
10. How can PSUs be designed better to meet actor goals (effectiveness)?

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PART 2 - Topic areas to cover in the interview

Topic	Purpose	Theoretical background
A	Introduction and project context	
B	PSU design in practice	
C	Contractual/Legal embedding	
D	Actor goals	
E	PSU improvement	

A

Questions	Probes
-----------	--------

Could you tell me something about yourself and your experience with construction projects?	
What is your (and your organization's) role and what are your responsibilities within this project?	
How would you characterize this project? • Follow-up: How would you describe the level of project complexity/uncertainty? • What kind of (contractual) collaboration arrangement is being used?	• Field, i.e. infrastructure • Scale/scope • Key stakeholders • Budget/Time constraints
How would you describe what a project startup is (in your organization)? • Follow-up: What are PFUs, are they important and if yes, why? How does your organization use them?	

B

Can you walk me through how you organized the PSU in this project? • Follow-up: Was it a single event or a series of activities?	• Timing, duration • Participants • Location • How many
How are the participants selected and what roles do they play? Who initiated the PSU/PFU?	
What topics and activities were included in the PSU? • Follow up: Do you have a standard design for the workshops or not? • Follow up: What did you find important/ pay much attention to, why?	• Project goals • Risk discussion • Role clarification • Trust-building
Were any particular tools or methods used? • Follow-up: Why did you include exactly those tools and methods?	• Games i.e. Bingo • Management Drives • Visual mapping
Who next to you decided what would be included in the PSU? Who instructed you/ did you talk with?	• PM of client? Or other PM/ person • Project-specific design?
Was the design of the PSU adapted to specific project circumstances? • Yes – How? • No – Why not? • Follow-up: What specific elements were adapted?	

OPTIONAL: How does this PSU compare to others you have planned? What are the differences and why do they exist?

Maybe if there is still time at the end

C

Do you know if the PSU was formally required in the contract, or was it voluntary?	
In the documentation I saw that you have a so called 'Doorgroningsfase' in this project, is this special and why do you have that? What relevance does it have for the project and the collaboration in it?	
Were any formal/informal outcomes of the PSU documented, if yes, which ones? - Follow-up: How are the outcomes followed up? - Follow-up: Do you feel that they are followed up sufficiently?	- Value declaration - Team agreements - Collaboration principles - Risk register
How does the contract type/legal framework in this project influence how the PSU is designed or conducted?	- Integrated vs. traditional - DBM - Collaboration requirements

D

What are the main objectives for organizing the PSUs/PFUs from your perspective in this project? Follow-up: Were the goals explicitly discussed in the PSU?	- Align expectations - Build trust - Get to know each other - Reduce conflicts
Whose goals were addressed during the PSU? Did actors have different goals? Follow-up: Which goals do you think are most important in this project?	- Client - Contractor - Collective goals
Are the PSU goals actually achieved/how is it going at the moment?	- Successes - Bottlenecks
Which values do you think are important in this partnership and why?	- Trust - Openness and transparency - Equality ...

E

Would you and if yes, what would you change if you could redesign the PSU for this project?	
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• Follow-up: are there learning mechanisms that travel across projects?	
What aspects or elements worked well in this specific project?	
What elements do you think are often unnecessary or less useful?	

Final questions:

- Based on your experience, when are project start-ups most valuable?
- Are there specific (project) conditions where PSUs are particularly important or unnecessary?
- Is there anything else about project start-ups in construction projects that you think is important for this research?

PART 3 - Debrief

4. Thanking the interviewee for their time and answers.
5. Do you want to rectify/change or delete any information that you have given during the interview before analysis?
6. Explaining how the results will be used:

The interviews will be analyzed regarding recurring themes and patterns and to write out a description about how project actors see PSUs and PFUs. The results of the interviews will be compared to other cases and finally published in my master thesis. In June, I will present my findings to a public audience at TU Delft and defend it in front of my supervisors. I can share my thesis with you, once it is completed, in case you are interested in reading it

Appendix 6 – Qsorting methodology statements

1. Reflect on the **personal interests and goals** of the key individuals.
2. Jointly **review the contract** to clarify its **purpose** and any differences in **interpretation or ambiguities**.
3. Help me understand what the **partner organization expects** from me in my specific role.
4. Design the **joint organization** further (such as meetings or processes, etc.).
5. Help me gain a better understanding of the **interests of the other organization** (partner organization).
6. Work on defining **shared goals**.
7. Organize the **‘soft side’** of the project.
8. Encourage the **key individuals** of the client and the contractor to **get to know each other** on a personal level.
9. Specify or complement the **contract terms**.
10. Create an opportunity for me to **develop myself professionally**.
11. Jointly further design how **pricing, accountability, invoicing, and final settlement** will be handled.
12. Clarify the **interests and goals** of my own organization.
13. To define what **success** means for this project.
14. Organize the **‘hard side’** of the project
15. Better understand the **collaboration styles and personality traits** of the key individuals in both organizations.
16. Jointly further design how **shared understanding, problem-solving, and decision-making** will be organized.
17. Create the **opportunity for my team to learn** from other project members.
18. Jointly further design how **change management, risk management, crisis management** (etc.) will be carried out.
19. **Discuss and align the business processes** of the partner organizations and my own organization
20. Understand the **project context** better.
21. Jointly discuss and further specify the **project goals and values**.

-
22. Help me reflect on my **own interests and goals** for the project.
 23. Jointly further design conflict **management and escalation mechanisms**.
 24. Help me voice what **my team expects** from the other organization.
 25. Develop **binding agreements** to specify the project plan further.
 26. Contribute to building **trust and respect** between the organizations.
 27. Talk about concrete anticipated **risks or bottlenecks**.
 28. Jointly discuss and further develop **collaboration principles**.
 29. Help me understand the **interests and goals of members of my own organization**.
 30. Define the approach to **managing the users/ residents/ third parties** affected by the project.
 31. Clarify what the **partner organization expects** from my team.
 32. Create the opportunity for **informal and fun moments** that contribute to **team building**.
 33. Set the grounds for a **culture of collaboration** and a **good working climate**.
 34. Discuss the **schedule, timelines and key milestones** for the project.
 35. Jointly define and further develop **key performance indicators (KPIs)** to monitor the effectiveness of the **collaboration**.
 36. Create the opportunity for me to voice what **I expect from my own team**.
 37. Jointly further design how **information and data will be managed and exchanged** between the partner organizations.
 38. Create an opportunity for the members of **my own team to get know each other** better.
 39. Talk about **technical details** and the relevant **specifications**.
 40. Jointly define and further develop **key performance indicators (KPIs)** to monitor the effectiveness of the **project management**.
 41. Enable exchanging knowledge about **learned lessons and experiences** from former projects.

Appendix 7: Codebook based on theory (deductive)

Theme	Sub-theme	Code	Definition	Reference
DEDUCTIVE CODES				
Startup phase		(Design of) PSU		Gattringer & Wiener, 2020 + many
	Stages	Intake-phase		Halman & Burger, 2002
	Stages	(Kick-off) Workshop		Halman & Burger, 2002; Ono & Archibald, 1991
	Stages	PFU/Follow-up		Halman & Burger, 2002
Actors and organizations		Client/Owner		Halman & Burger, 2002
		Initiating party		Gattringer & Wiener, 2020
		Facilitator/coach	Consultant	Gattringer & Wiener, 2020; Ono &
		Project stakeholders	Participants	Li et al., 2022
		Equality between parties		Diender & Keith, 2025
Methods and activities		Instruments and tools (communication channels)	Methods for engagement, theory	Burger et al., 2019; Matthew, 2012
		Feedback		Burger et al., 2019
		Working methods	Team organization structures	Halman & Burger, 2002
		Digital tools		Latilo et al., 2024
Aims and ambitions	Values	Clarity and transparency		Halman & Burger, 2002; Lahdenperä, 2012
	Values	Innovation/Innovative approaches		Burger et al., 2019
	Values	Trust, honesty and openness		BICW, 2016; Lahdenperä, 2012
	Values	Flexibility and freedom		Schepker et al., 2014
	Inter-personal dimension	Alignment of priorities		
	Inter-personal dimension	Shared idea/vision	Sensemaking and purpose	Gareis, 2000; Nugapitiya et al., 2009; Halman & Burger, 2002
	Inter-personal dimension	Commitment	(to shared resources, authority and rewards)	Sandfort & Milward, 2008; Chakkol et al., 2018
	Inter-personal dimension	(Mutual) expectations		Salas et al., 2008; Scheepers et al., 2022
	Inter-personal dimension	Mutual understanding		Latilo et al., 2024; Burger et al., 2019
	Inter-personal dimension	Communication structures	And styles	Gareis, 2000; Burger et al., 2019
	Inter-personal dimension	Motivation and interests	Beliefs	Ono & Archibald, 1991
Governance	Organization of processes	Decision-making & authority		Lahdenperä, 2012
	Organization of processes	(Common) Processes	Common systems	Driskell et al., 2018; Chakkol et al., 2018
	Organization of processes	(Clarification of) Responsibilities		Driskell et al., 2018
	Organization of processes	Information exchange	Document expectations/deliverables	Ono & Archibald, 1991
	Outcomes and effects	(Collective) Goal achievement		2002; Driskell et al., 2018

	Outcomes and effects	Project success	against adversarial outcomes	Babei et al., 2021
	Goals	Good collaboration	Positive interaction	Burger et al., 2019
	Goals	Improving	Enhancing performance	Halman & Burger, 2002; Salas et al., 2008
	Goals	(Operational) Benefits		Sandfort & Milward, 2008; BICW, 2016
	Goals	Shared goals		Matthieu et al., 2017; BICW, 2016
	Knowledge	Knowledge sharing		Wacker et al., 2016
	Knowledge	Learning/skill development		Chakkol et al., 2018; Burger et al., 2019
Collaboration forms		(Interorganizational) Collaboration		Chakkol et al., 2018; Davies, 2004
Osifo et al., 2025	Project delivery methods	Alliancing		Lahdenperä, 2012
	Project delivery methods	Integrated project delivery		Lahdenperä, 2012
	Project delivery methods	(Strategic) Partnering/Portfolio		Lahdenperä, 2012
	Project delivery methods	Consotium		Acha et al., 2004; Davies and Brady, 2000
	Project delivery methods	Joint venture		Acha et al., 2004; Davies and Brady, 2000
		Collaboration arrangements/principles	Collaboration structure	Lahdenperä, 2012; Babei et al., 2021
		Collaborative culture	Norms and practices	Lahdenperä, 2012; Chakkol et al., 2018; Andersen, 2016
		Sustainable partnership	= Portfolio	Diender & Keith, 2025
	contractual	Governance		Chakkol et al., 2018
	relational	Governance		Chakkol et al., 2018
Teamwork and performance		(Team) Performance/assessment		Cohen & Bailey, 1997
	Outcomes and effects	(Team) Satisfaction	Improved project experience	Burger et al., 2019
	Actor levels	Team level		Pavez et al., 2022; Aalstein et al., 2025; Chakkol et al., 2018
	Actor levels	Partnership/Project organization	Project-level	Pavez et al., 2022; Aalstein et al., 2025, Halman & Burger, 2002
	Actor levels	Organizational level		Pavez et al., 2022; Aalstein et al., 2025; Chakkol et al., 2018
	Actor levels	Individual level	Personal	Aalstein et al., 2025; Chakkol et al., 2018
		Interdependence		Mathieu et al., 2008
Legal/contract		Contractual agreements		Latilo et al., 2024
		Liability		Latilo et al., 2024
		(Contract) Standardization		Osifo et al., 2025
		Transactional vs. relational contract	Relational contracting or contrast to other (more traditional) contract form	Lahdenperä, 2012; Chakkol et al., 2018

Appendix 8: Codebook extension from documents (inductive)

INDUCTIVE CODES				
Document analysis codes				
Collaboration forms	Jointly/joint actions		Case1 - VP, Case3 - A5	
	Informal		Case1 - VP, Case2 VSP	
	Formal		Case1 - VP, Case2 A	
Aims and ambitions	Inter-personal dimension	Respect	Case1 - VP	
		Knowing each other	Case1 - AVD, Case2 A-B	
	Organizational goals		Added as actor-level	
			Case1 - VP, Case2 A-B, Case3 - SD	
Actors and organizations	Contractor		Case1 - VP	
	Partner organization		Case2 - VSP, Case3 - SD	
	Social/public		Case1 - DKP DGF, Case3 -SD	
	Learned lessons		Case1 - VP, Case2 - VSP	
Startup phase	Stages	Phase transition	Transition period	
Methods and activities	(Regular) meetings		Case1 - VP, Case2 VSP + A, Case 3 - A5	
	Reflection		Case1 - PMP, Case2 A	
	Consulting		Case1 - VP + PMP	
	Team coaching		Case1 - AVD + PMP	
	Co-location		Case1 - AVD, Case2 VSP	
	Values		Case1 - PMP, Case3 A5	
	UAV-GC(I) contracts		Case1 - AVD, Case2 BO	
Legal/contract				

Appendix 9: Final coding table, incl. interviews

Theme	Sub-theme	Code	Definition	Reference
DEDUCTIVE CODES				
Startup phase		(Design of) PSU		Gattringer & Wiener, 2020 + many
	Stages	Intake-phase		Halman & Burger, 2002
	Stages	(Kick-off) Workshop		Halman & Burger, 2002; Ono & Archibald, 1991
	Stages	PFU/Follow-up		Halman & Burger, 2002
Actors and organizations		Client/Owner		Halman & Burger, 2002
		Initiating party		Gattringer & Wiener, 2020
		Facilitator/coach	Consultant	Gattringer & Wiener, 2020; Ono &
		Project stakeholders	Participants	Li et al., 2022
		Equality between parties		Diender & Keith, 2025
Methods and activities		Instruments and tools (communication channels)	Methods for engagement, theory	Burger et al., 2019; Matthew, 2012
		Feedback		Burger et al., 2019
		Working methods	Team organization structures	Halman & Burger, 2002
		Digital tools		Latilo et al., 2024
Aims and ambitions	Values	Clarity and transparency		Halman & Burger, 2002; Lahdenperä, 2012
	Values	Innovation/Innovative approaches		Burger et al., 2019
	Values	Trust, honesty and openness		BICW, 2016; Lahdenperä, 2012
	Values	Flexibility and freedom		Schepker et al., 2014
	Inter-personal dimension	Alignment of priorities		
	Inter-personal dimension	Shared idea/vision	Sensemaking and purpose	Gareis, 2000; Nugapitiya et al., 2009; Halman & Burger, 2002
	Inter-personal dimension	Commitment	(to shared resources, authority and rewards)	Sandfort & Milward, 2008; Chakkol et al., 2018
	Inter-personal dimension	(Mutual) expectations		Salas et al., 2008; Scheepers et al., 2022
	Inter-personal dimension	Mutual understanding		Latilo et al., 2024; Burger et al., 2019
	Inter-personal dimension	Communication structures	And styles	Gareis, 2000; Burger et al., 2019
Governance	Inter-personal dimension	Motivation and interests	Beliefs	Ono & Archibald, 1991
	Organization of processes	Decision-making & authority		Lahdenperä, 2012
	Organization of processes	(Common) Processes	Common systems	Driskell et al., 2018; Chakkol et al., 2018
	Organization of processes	(Clarification of) Responsibilities		Driskell et al., 2018
	Organization of processes	Information exchange	Document expectations/deliverables	Ono & Archibald, 1991
	Outcomes and effects	(Collective) Goal achievement		2002; Driskell et al., 2018

	Outcomes and effects	Project success	against adversarial outcomes	Babei et al., 2021
	Goals	Good collaboration	Positive interaction	Burger et al., 2019
	Goals	Improving	Enhancing performance	Halman & Burger, 2002; Salas et al., 2008
	Goals	(Operational) Benefits		Sandfort & Milward, 2008; BICW, 2016
	Goals	Shared goals		Matthieu et al., 2017; BICW, 2016
	Knowledge	Knowledge sharing		Wacker et al., 2016
	Knowledge	Learning/skill development		Chakkol et al., 2018; Burger et al., 2019
		(Interorganizational) Collaboration		Chakkol et al., 2018; Davies, 2004
Osifo et al., 2025	Project delivery methods	Alliancing		Lahdenperä, 2012
	Project delivery methods	Integrated project delivery		Lahdenperä, 2012
	Project delivery methods	(Strategic) Partnering/Portfolio		Lahdenperä, 2012
	Project delivery methods	Consortium		Acha et al., 2004; Davies and Brady, 2000
	Project delivery methods	Joint venture		Acha et al., 2004; Davies and Brady, 2000
		Collaboration arrangements/principles	Collaboration structure	Lahdenperä, 2012; Babei et al., 2021
		Collaborative culture	Norms and practices	Lahdenperä, 2012; Chakkol et al., 2018; Andersen, 2016
		Sustainable partnership	= Portfolio	Diender & Keith, 2025
	contractual	Governance		Chakkol et al., 2018
	relational	Governance		Chakkol et al., 2018
Teamwork and performance		(Team) Performance/assessment		Cohen & Bailey, 1997
	Outcomes and effects	(Team) Satisfaction	Improved project experience	Burger et al., 2019
	Actor levels	Team level		Pavez et al., 2022; Aalstein et al., 2025; Chakkol et al., 2018
	Actor levels	Partnership/Project organization	Project-level	Pavez et al., 2022; Aalstein et al., 2025, Halman & Burger, 2002
	Actor levels	Organizational level		Pavez et al., 2022; Aalstein et al., 2025; Chakkol et al., 2018
	Actor levels	Individual level	Personal	Aalstein et al., 2025; Chakkol et al., 2018
		Interdependence		Mathieu et al., 2008
Legal/contract		Contractual agreements		Latilo et al., 2024
		Liability		Latilo et al., 2024
		(Contract) Standardization		Osifo et al., 2025
		Transactional vs. relational contract	Relational contracting or contrast to other (more traditional) contract form	Lahdenperä, 2012; Chakkol et al., 2018

Project areas and processes			Project context		Gattringer & Wiener, 2020
			Scope of work & tasks		Latilo et al., 2024; Halman & Burger, 2002
			Schedule	Timing	Latilo et al., 2024
			Costs & price		Latilo et al., 2024
			Quality management		Latilo et al., 2024
			Procurement/tender		Latilo et al., 2024
			Risk (management)		Latilo et al., 2024
			Escalation procedures	Dispute resolution	Latilo et al., 2024
			Sustainability		Latilo et al., 2024
			Safety		Latilo et al., 2024
			Project management approach		Andersen, 2016
			Contract management		Latilo et al., 2024
			(Technical) requirements/specifications		Latilo et al., 2024
Challenges			Uncertainty		Chakkol et al., 2018
			Trade-offs & bottlenecks	Polarities (FC-1)	Chakkol et al., 2018
			Complexity		Osifo et al., 2025
			Adversarial attitudes		Ono & Archibald, 1991
INDUCTIVE CODES					
Document analysis codes					
Collaboration forms			Jointly/joint actions		Case1 - VP, Case3 - A5
			Informal		Case1 - VP, Case2 VSP
			Formal		Case1 - VP, Case2 A
Aims and ambitions	Inter-personal dimension	Respect	Case1 - VP		
		Knowing each other	Case1 - AVD, Case2 A-B		
		Organizational goals	Added as actor-level		
Actors and organizations			Contractor		Case1 - VP, Case2 A-B, Case3 - SD
			Partner organization		Case1 - VP
			Social/public		Case2 - VSP, Case3 - SD
			Learned lessons		Case1 - DKP DGF, Case3 -SD
Startup phase	Stages	Phase transition	Transition period	Case1 - VP, Case2 - VSP	
Methods and activities			(Regular) meetings		Case1 - VP, Case2 VSP + A, Case 3 - A5
			Reflection		Case1 - PMP, Case2 A
			Consulting		Case1 - VP + PMP
			Team coaching		Case1 - AVD + PMP
			Co-location		Case1 - AVD, Case2 VSP
			Values		Case1 - PMP, Case3 A5
Legal/contract			UAV-GC(I) contracts		Case1 - AVD, Case2 BO
Codes from interviews					
			Discontinuity		1A, 2B
			Renovation/maintenance		1A
			DGF	Doorgrotingsfase	1A, 1B, 1C
			Design/Planning		1A

	Hierarchy		1A, 2A, 2B
	Precondition/Requirement		3A
	Outcomes		1C
	Behaviour		1C
	Project goals	Time, budget, quality	1C
Challenges	Conflict/Problem		1A, 2A, 2B
	2-phased approach		1C, 2A
	Phasing		3B
	Participants		3B
	Approval		<i>supporting</i>
	Disapproval		<i>supporting</i>

 = Deductive code also identified through document analysis or interview

Appendix 10: Qsorting actor role analysis

To complement the Qsorting analysis of the full Q-set and the individual cases, an additional analysis was conducted based on the roles represented in the project teams. The purpose of this analysis was to explore whether participants' professional roles influenced how they prioritized the goals and expected functions of the project start-up. This follows the assumption that a participants' responsibilities within a construction project may shape what they expect to achieve through a PSU. For example, actors responsible for technical, contractual, stakeholder or project-management tasks may place different emphasis on relational, strategic alignment or project control-oriented PSU goals.

The actor role analysis should be understood as an exploratory addition to the main Qsorting analysis. The number of participants per role is limited, which means that the findings cannot be interpreted as statistically representative of these professional roles more generally. Nevertheless, this step is useful for contextualizing the factor solution and for examining whether the identified viewpoints are connected to actor roles or whether they cut across role categories.

Table 1 provides an overview of roles represented in the Qsort sample, including their connection with either the client or contractor organization and the cross-case factors on why they loaded. Table 2 summarizes how the participant loadings were distributed across the cases.

Table 1 Role representation

Role	Number	Participant number + party	Client (Cl) / Contractor (Co)	Factor 1	Factor 2	Factor 3
PM	8	P7Co, P10Co, P11Co, P13Co, P14Co, P17Cl, P19Cl, P22Cl	3x Client 5x Contractor	X		X
TM	5	P2Co, P3Co, P5Co, P6Cl, P18Co	1x Client 4x Contractor	X	X	X
CM	4	P4Co, P8Cl, P9Co, P12Co	1x Client 3x Contractor	X	X	X
SM	2	P1Co, P21Cl	1x Client 1x Contractor	X		X
ChM	2	P16Cl, P20Cl	2x Client			X
DM	1	P15Co	1x Contractor			X

Overall, 8 participants represented the client side and 14 represented the contractor side. A first comparison between client and contractor participants did not reveal a clear pattern. Participants from both sides loaded on different factors, suggesting that the distinction between the two parties alone does not explain variation on PSU expectations.

Table 2 Case-role related factor loadings

	Number of participants	Factor 1	Factor 2	Factor 3	Non-loading
Case 1	9	3	2	3	1
	Represented roles	SM, TM	TM	CM, TM, SM	PM
Case 2	10	5	1	3	1
	Represented roles	CM, PM	CM	DM, PM, TM	PM
Case 3	3	1	0	2	0
	Represented roles	PM		ChM	

A more relevant pattern appears when looking at professional roles. Across the final cross-case solution, most participants loaded on *factor 1* or *factor 3*, which respectively emphasize relational inter-personal objectives and shared strategic alignment. Factor 2, the more project control-oriented perspective, was mainly represented by technical managers and one contract manager. This suggest that the project control viewpoint could be related to roles that deal directly with technical complexity, risks and project execution dependencies.

At the same time, the actor role analysis shows that role does not fully determine participants' viewpoints. Project managers, contract managers and technical managers did not all sort the same way. This indicates that the differences between *factor 1* and *3* may be shaped more by personal preference or case context than by the role alone.

Project managers (PM) form the largest group of the sample. The analysis showed one dominant principal component explaining 59% of the variance, while the second factor remained below the Kaiser-Guttman threshold (0.8654). This suggests that project managers share a relatively strong understanding of the PSU. The highest-ranked statements across the group emphasize trust and respect-creation (26), developing a culture of collaboration (33) and defining project success (13). Furthermore, specifying project goals and values (21) is characterizing for this viewpoint. However, the rotated solution showed some internal variation. One part of the group placed more emphasis on understanding collaboration styles, understanding the context better, the key timelines and the development of binding agreements (25). The other part placed more emphasis on getting to know each personally (8), clarifying the own organization's interests (12), designing the project organization further (4) as well as defining shared goals (6). This suggests that project managers occupy a bridging position, as they recognize the importance of relational and strategic alignment but also expect the PSU to contribute to project control and steering to some extent.

This finding is relevant because it shows that this group does not form a single homogenous viewpoint. Rather, they appear to move along a continuum between relational alignment and project-control, which may reflect their broad responsibilities.

Technical managers (TM) constituted the second largest role group. In this group, two unrotated factors exceeded the Eigenvalue threshold, explaining 41% and 28% of variance. This indicates that technical managers' Qsorts contained two relatively distinct patterns. The first pattern combines elements of *factor 1* and *factor 3* from the cross-case analysis. It emphasizes shared goals (6), a culture of collaboration (33), the definition of success (13) and organizing the 'soft' side of the project (7). The second pattern corresponds more to *factor 2* and emphasizes risks and bottlenecks (27), the project context (20) and designing escalation mechanisms (23). This is one of the clearest role-related findings. Technical managers were the group most strongly associated with the project-control factor in the overall analysis. This could be interpreted in relation to their project responsibilities. Technical managers are often confronted with technical dependencies, execution risks and interfaces. It is therefore plausible that they are more likely to value a PSU that addresses risk and bottlenecks explicitly. In a debrief interview one participant also explains that the project context is directly influenced by the potential risks, which is why these concepts always need be considered together (P2). At the same time, technical managers did not only emphasize control-oriented objectives. The presence of relational and alignment-oriented patterns within this group shows that technical roles also recognize the importance of collaboration and shared direction in a PSU. The distinction is therefore not between 'technical' and 'soft' actors, but between different ways of understanding what is needed to make collaboration work in practice.

Contract managers (CM) loaded primarily one factor, which explained 57% of the variance. The second factor had an Eigenvalue of 0.8144, and was defined by only one participant, meaning that it should be interpreted with caution. Overall, the contract managers largely supported relational and alignment-oriented PSU goals rather than a strongly legal or contractual interpretation of the start-up. This is an important finding as it challenges a possible expectation that contract managers would primarily prioritize contract specification. Instead, the role-specific analysis suggests that contract managers also understand PSUs as a collaborative and alignment mechanism. Nevertheless, a slight minority tendency can be observed. The second, weakly developed factor placed less emphasis on understanding interests of the other organization (5) and the own team (29). It furthermore more positively ranked the development of binding agreements (25) during the project startup and complementing contract terms (9). This suggests that contractual and formalizing elements play a role in contract managers' perspectives, but they do not dominate the actor role group. They rather appear as a secondary nuance.

Stakeholder managers (SM). Only two stakeholder managers participated in the set Qsorting sessions, which means that this role group is too small for a robust statistical factor interpretation. Therefore, the results were interpreted more descriptively.

Both stakeholder managers emphasized shared objectives and strategical alignment, but they did so in slightly different ways. One participant prioritized shared goals (6), getting to know each other (8) and defining project goals and values (21). The other prioritized building trust (26), a culture of collaboration and good working atmosphere (33) and the design of shared understanding and problem solving (16). Interestingly, both participants also ranked more project control-oriented elements, such as talking about risks (27) or discussing timelines and

milestones (34), relatively high. This suggests that stakeholder managers may connect collaboration with the need to manage external dependencies and project uncertainties. Their role often involves navigating residents, users and third parties, which may explain why relational, interorganizational alignment and control-oriented elements were considered relevant by them. Although the stakeholder group is too small for strong conclusions, the findings support the inclusion of *factor 2* in the overall analysis. Even when participants primarily load on *factor 1* and *3*, project control-related PSU goals still appear relevant as secondary concerns.

Change manager's (ChM). The two change managers were also analyzed descriptively due to the small group. Compared to the stakeholder managers, their Qsorts showed a stronger shared pattern, with one component explaining 79% of the variance. Both participants prioritized shared success (13), shared goals (6) and defining project goals and values (21). This corresponds most closely to with *factor 3* from the cross-case analysis. One notable distinguishing element concerned "discussing and aligning business processes of the partner organizations" (19). Because this view was, however, strongly linked to one participant's specific focus and was not supported by the larger role group, it should not be overinterpreted. Still, it points to a relevant nuance, as change managers may be particularly sensitive to the organizational conditions that shape collaboration, such as processes, routines and differences between partner organizations. Participant 20 pointed this out in the debrief interview, as they would wish for a stronger focus on talking about incompatibility or differences between organizations, in contrast to the current practice in PSUs which emphasizes shared and similar processes more.

As only one Design Manager participated in the sessions, this role was not analyzed separately. Furthermore, two participants, both project managers, did not load significantly on any of the final cross-case factors. This should not necessarily be interpreted as a weakness of the data. Non-loading Qsorts may indicate that these participants held a more mixed viewpoint, combining elements of several factors without clearly aligning with one. This is plausible for project managers, whose role often requires balancing relational, strategic and steering concerns simultaneously.

To conclude, the role analyses revealed three main insights: The first one is that the project-control-related perspective represented by *factor 2* is most clearly associated with technical managers and, to a lesser extent, one contract manager. Actors who are more directly involved in technical execution seem to have a stronger expectation that PSUs address project context, risks and escalation mechanisms. Second, *factor 1* and *factor 3* are present across almost all role groups. This indicates that inter-personal relations and interorganizational alignment are not role-specific concerns. Therefore, the distinction between the two objectives appears to be more likely shaped by personal preference, project experience or the project context. Lastly, although *factor 2* represents a minority viewpoint in the overall Qsort solution. The role analysis shows that project control-related goals are recurring across several role groups as secondary concerns. This supports the inclusion of *factor 2* in the cross-case analysis. Even where participants primarily emphasize the other factors, many still recognize the relevance of risks, bottlenecks, contexts and follow-up structures. The PSU should therefore not be understood only as a 'soft' collaboration intervention, but as an instrument that can also support project manageability when this is relevant to the actors involved.

Appendix 11: Informed consent forms interviews + Qsorting sessions

INTERVIEW

Participant Information

You are being invited to participate in a research study for a master thesis titled “**Project Start-Ups as Legal Instruments for Collaboration in Complex Construction Projects**”. This study is being done by Dilara Paulsen, MSc. MBE student from the TU Delft, under the supervision of Prof. Mr. Dr. Evelien Bruggeman and Dr. Ir. Jelle Koolwijk. The research is executed in partnership with Ballast Nedam Infra B.V., host of the graduation internship.

The purpose of this research study is to explore the role of project startups (PSUs) in the achievement of actor goals in complex construction projects. This is aimed at creating recommendations about how projects startups can be designed more effectively to help accomplish actor goals. To this end, practitioners and facilitators that have been involved with project startups, like you, are invited to participate in this interview, which will approximately take 1.5 hours. The data will be audio-recorded and used to compare the experience of different actors and in different projects by analysing your answers and concluding implications for the PSU design from them. Finally, the results will be used in the master thesis and presented to an audience at TU Delft for the graduation. In the interview we will ask you to talk about your experience with PSUs, for instance, how they were designed, their legal embeddedness, goals for participating in the PSU and how effective you find them.

As with any research activity the risk of a data breach is always possible. To the best of our ability your answers in this study will remain confidential. Please be aware **that we do not intent to collect any commercially sensitive data** in the research and ask you kindly not to share any with us. We will save the audio file of the interview and your personal identifiable information (PII), i.e. name, email, role in the company, for the duration of the data collection and analysis to ensure the data set is complete. To minimize risks of data breach or a re-identification because of the description of case circumstances, the interview will be pseudonymized* for the data analysis. For the thesis document and the graduation presentation your interview data will be transcribed into an anonymous summary and project information shown in black. Please indicate in the checklist below if you agree to exemplary word-by-word citations or not. We will also minimize risks by deleting your PII after the thesis publication, until that moment only the research team will have access to your answers. The anonymous information will be stored at the researcher's TU Delft project drive for 10 years.

*Pseudonymisation is a security technique that lowers, but does not eliminate, the risk of re-identification.

Your participation in this study is entirely voluntary, and you can withdraw at any time or omit any question you don't feel comfortable responding to. Additionally, you have the chance to rectify or scrap statements that you do not want to have included in the data analysis at the end of the interview.

Please feel free to contact the researcher at any time if needed via the following contact details. Thank you for your participation!

Dilara Paulsen

PLEASE TICK THE APPROPRIATE BOXES	Yes	No
A: GENERAL AGREEMENT – RESEARCH GOALS, PARTICIPANT TASKS AND VOLUNTARY PARTICIPATION		
1. I have read and understood the study information dated 27/03/2026, or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.	☐	☐
2. I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.	☐	☐
3. I understand that taking part in the study involves: - Sharing my experience in the interview, which is audio-recorded - The audio recording will be transcribed into an anonymous summary and deleted after the data analysis has been concluded - Personal identifiable information will be kept on the TU Delft project drive until the data analysis has been concluded and is deleted after	☐	☐
4. I understand that the study will end and be published with the graduation of the researcher (Dilara Paulsen), planned 18.06.2026.		
B: POTENTIAL RISKS OF PARTICIPATING (INCLUDING DATA PROTECTION)		
5. I understand that taking part in the study also involves collecting specific personally identifiable information (PII) such as my full name, my employer and the role I hold in the company and my email address which in combination with the project information collected in the study pose the potential risk of my identity being revealed.	☐	☐
6. I understand that that the following steps will be taken to minimize the threat of a data breach and protect my identity in the event of such a breach: pseudonymized data collection, transcription of audio files, anonymization of data before publishing, secure data storage and limited access.	☐	☐
7. I understand that personal information collected about me that can identify me. My full name, my employer and my email address will not be shared beyond the study team.	☐	☐
8. I understand that the (identifiable) personal data I provide will be destroyed after the graduation date.	☐	☐
C: RESEARCH PUBLICATION, DISSEMINATION AND APPLICATION		
9. I understand that after the research study the de-identified information I provide will be used for the written master thesis of Dilara Paulsen, presented on the graduation days and shared in the TU Delft repository which adheres to Open Access principles.	☐	☐
10. I agree that my responses, views or other input can be quoted anonymously in research outputs	☐	☐
D: (LONGTERM) DATA STORAGE, ACCESS AND REUSE		
11. I give permission for the de-identified interview responses that I provide to be archived in 4TU.ResearchData repository so it can be used for future research and learning.	☐	☐

PLEASE TICK THE APPROPRIATE BOXES	Yes	No
12. I understand that access to the TU Delft project drive is may only be used by the research team or when credited under the same license (CC BY-SA). The data in the drive will be deleted after 10 years.	☐	☐

Signatures

Name of participant

Signature

Date

I, as researcher, have accurately read out the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

Dilara Paulsen

Signature

Date

Study contact details for further information:

Dilara Paulsen

Evelien Bruggeman

Jelle Koolwijk

QSORT METHODOLOGY

Participant Information

You are being invited to participate in a research study for a master thesis titled “**Project Start-Ups as Legal Instruments for Collaboration in Complex Construction Projects**”. This study is being done by Dilara Paulsen, MSc. MBE student from the TU Delft, under the supervision of Prof. Mr. Dr. Evelien Bruggeman and Dr. Ir. Jelle Koolwijk. The research is executed in partnership with Ballast Nedam Infra B.V., host of the graduation internship.

The purpose of this research study is to explore the role of project startups (PSUs) in the achievement of actor goals in complex construction projects. This is aimed at creating recommendations about how projects startups can be designed more effectively to help accomplish actor goals. To this end, practitioners that have been involved with project startups, like you, are invited to participate in this session using the Qsort methodology, which will approximately take 30-45 minutes. Your answers will be documented by filing the physical papers that you will write your answers on. Those will then be compared with responses of other actors in your project and in other projects to understand the reasons and goals for the utilization of PSUs better. Finally, the results will be used in the master thesis and presented to an audience at TU Delft for the graduation. During the Qsort sessions we will ask you to rank statements about project and startup goals depending on how much you agree with them on a scale from “fully disagree” to “fully agree”. It is also possible that it will be requested from you to elaborate on some of your answers in a short debrief interview. Independent from the Qsort session, you can refuse to do the debrief interview if you wish so.

As with any online activity the risk of a breach is always possible. To the best of our ability your answers in this study will remain confidential. For the duration of the data collection and analysis we will save your personal identifiable information (PII), i.e. name, email, role in the company to reach out to you again. After that your PII will be deleted. To minimize risks of data breach we will anonymize your answers for the data analysis, but it will be attributed to your project case. The details of the case, i.e. name, location and parties involved, will be pseudonymised for the thesis publication so that the risk of re-identification is lowered. Until the presentation of the thesis, only the research team will have access to your answers. The anonymous information will be stored at the researcher’s TU Delft project drive for 10 years.

Your participation in this study is entirely voluntary, and you can withdraw at any time or omit any question you don’t feel comfortable responding to. Please note that any alteration/rectification of the data after anonymization will not be possible.

Please feel free to contact the researcher at any time if needed via the following contact details. Thank you for your participation!

Dilara Paulsen

PLEASE TICK THE APPROPRIATE BOXES	Yes	No
A: GENERAL AGREEMENT – RESEARCH GOALS, PARTICIPANT TASKS AND VOLUNTARY PARTICIPATION		
1. I have read and understood the study information dated 30/03/2026, or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.	☐	☐
2. I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.	☐	☐
3. I understand that taking part in the study involves: - Sharing my opinion about the organizational, project, team and personal goals for participating/initiating the project startup through the Qsort method - I could be asked to elaborate on my choices in a short debrief-interview - My written answers and a transcript of the responses from the debrief interview will be documented and filed on the researcher's computer - Personal identifiable information will be kept on the TU Delft project drive until the data analysis has been concluded and is deleted after	☐	☐
4. Optional: I agree to participating in the debrief interview to further specify my responses		
5. I understand that the study will end and be published with the graduation of the researcher (Dilara Paulsen), planned 18.06.2026.		
B: POTENTIAL RISKS OF PARTICIPATING (INCLUDING DATA PROTECTION)		
6. I understand that taking part in the study also involves collecting specific personally identifiable information (PII) such as my full name, my employer and the role I hold in the company and my email address .	☐	☐
7. I also understand that the information will be stored on a separate drive from the data to mitigate risks of re-identification and deleted after conclusion of this study.	☐	☐
8. I understand that taking part in the study also involves collecting my personal opinions that will be attributed to the project case with the potential risk of re-identification.	☐	☐
9. I understand that the following steps will be taken to minimise the threat of a data breach and protect my identity in the event of such a breach: anonymization of data, secure data storage and limited access.	☐	☐
10. I understand that personal information collected about me that can identify me. My full name, my employer, the role I hold in the company and my email address will not be shared beyond the study team.	☐	☐
11. I understand that the (identifiable) personal data I provide will be destroyed after the graduation date.	☐	☐
C: RESEARCH PUBLICATION, DISSEMINATION AND APPLICATION		

PLEASE TICK THE APPROPRIATE BOXES	Yes	No
12. I understand that after the research study the de-identified answers I provide will be used for the written master thesis of Dilara Paulsen, presented on the graduation days and shared in the TU Delft repository which adheres to Open Access principles.	☐	☐
13. I agree that my responses, views or other input from the debrief interview can be quoted anonymously in research outputs	☐	☐
D: (LONGTERM) DATA STORAGE, ACCESS AND REUSE		
14. I give permission for the de-identified Qsort and interview responses that I provide to be archived in 4TU.ResearchData repository so it can be used for future research and learning.	☐	☐
15. I understand that access to the TU Delft project drive is may only be used by the research team or when credited under the same license (CC BY-SA). The data in the drive will be deleted after 10 years.	☐	☐

Signatures

Name of participant

Signature

Date

I, as researcher, have accurately read out the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

Dilara Paulsen

Signature

Date

Appendix 12-1: Cross-case 4 factor solution

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Correlation Matrix Between Sorts

SORTS			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
18	19	20	21	22															
1	N1		100	29	38	57	36	27	41	45	63	64	48	22	36	51	51	62	48
47	40	56	26	40															
2	N2		29	100	-4	21	35	17	19	25	25	40	24	-16	10	33	7	46	14
24	44	30	24	44															
3	N3		38	-4	100	46	-15	44	76	59	63	39	45	77	63	33	60	65	57
70	60	45	57	60															
4	N4		57	21	46	100	-2	45	38	24	49	40	35	26	33	44	47	40	30
40	35	37	32	35															
5	N5		36	35	-15	-2	100	-5	5	4	18	28	18	-36	-16	14	-7	14	-4
16	24	29	8	24															
6	N6		27	17	44	45	-5	100	51	32	66	25	44	31	62	52	37	56	57
33	60	43	65	60															
7	N7		41	19	76	38	5	51	100	48	69	53	56	62	76	39	58	64	57
62	69	54	54	69															
8	N8		45	25	59	24	4	32	48	100	62	51	41	46	47	60	45	65	61
70	53	48	45	53															
9	A1		63	25	63	49	18	66	69	62	100	44	49	44	68	72	48	68	66
60	68	62	51	68															
10	A2		64	40	39	40	28	25	53	51	44	100	45	35	37	40	54	61	37
53	48	55	43	48															
11	A3		48	24	45	35	18	44	56	41	49	45	100	31	56	41	56	66	38
52	53	36	63	53															
12	A4		22	-16	77	26	-36	31	62	46	44	35	31	100	57	18	61	46	45
49	28	35	34	28															
13	A5		36	10	63	33	-16	62	76	47	68	37	56	57	100	40	40	68	63
53	44	50	46	44															
14	A7		51	33	33	44	14	52	39	60	72	40	41	18	40	100	29	56	50
46	49	42	31	49															
15	A6		51	7	60	47	-7	37	58	45	48	54	56	61	40	29	100	52	34
60	49	40	45	49															
16	S1		62	46	65	40	14	56	64	65	68	61	66	46	68	56	52	100	61
66	61	57	57	61															
17	A8		48	14	57	30	-4	57	57	61	66	37	38	45	63	50	34	61	100
55	53	34	45	53															
18	A10		47	24	70	40	16	33	62	70	60	53	52	49	53	46	60	66	55
100	65	51	53	65															
19	A9		40	44	60	35	24	60	69	53	68	48	53	28	44	49	49	61	53
65	100	43	70	100															
20	S3		56	30	45	37	29	43	54	48	62	55	36	35	50	42	40	57	34

51 43 100 39 43
 21 N9 26 24 57 32 8 65 54 45 51 43 63 34 46 31 45 57 45
 53 70 39 100 70
 22 S2 40 44 60 35 24 60 69 53 68 48 53 28 44 49 49 61 53
 65 100 43 70 100

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Unrotated Factor Matrix

Factors		1	2	3	4	5	6	7
8								
SORTS								
1 N1		0.6612	0.3207	-0.5017	0.1514	0.1208	0.0027	
-0.0931	0.1617							
2 N2		0.3528	0.6605	0.1182	-0.0339	-0.0375	-0.0791	
0.4702	-0.3613							
3 N3		0.7857	-0.4387	-0.0347	-0.1608	-0.0562	-0.0796	
-0.1606	-0.0703							
4 N4		0.5584	0.0304	-0.2681	0.2453	0.5813	-0.2797	
-0.0640	-0.1413							
5 N5		0.1348	0.7882	-0.0715	-0.1868	-0.1052	0.2627	
-0.3669	0.1539							
6 N6		0.6780	-0.0873	0.4250	0.3644	0.2911	0.1142	
-0.0292	-0.0361							
7 N7		0.8259	-0.1988	0.0548	-0.1469	-0.0202	0.2221	
-0.0816	-0.1683							
8 N8		0.7275	-0.0212	-0.1163	0.0324	-0.4735	-0.2641	
0.1034	0.1100							
9 A1		0.8580	0.0437	0.0238	0.3109	-0.0610	0.0364	
-0.2332	-0.0164							
10 A2		0.6714	0.2689	-0.3708	-0.2227	0.0146	0.0248	
0.1775	-0.0943							
11 A3		0.6985	0.0711	0.0502	-0.1785	0.2350	0.2092	
0.2505	0.4799							
12 A4		0.5779	-0.6547	-0.2289	-0.1525	-0.0873	0.0276	
0.0259	-0.1359							
13 A5		0.7409	-0.3351	0.0560	0.2164	-0.0520	0.3923	
0.1615	-0.0229							
14 A7		0.6516	0.2388	-0.0178	0.4947	-0.0987	-0.2448	
0.0116	0.1232							
15 A6		0.6840	-0.2145	-0.2772	-0.3145	0.2884	-0.1682	
0.0077	0.0805							
16 S1		0.8593	0.0847	-0.0598	0.0341	-0.0881	0.1152	
0.2868	0.0411							
17 A8		0.7161	-0.1603	0.1042	0.3076	-0.2740	-0.0344	
0.0053	0.1402							

18 A10		0.7971	-0.0207	-0.1020	-0.2410	-0.2117	-0.1842
-0.0789	0.0619						
19 A9		0.8090	0.1936	0.4076	-0.2051	0.0009	-0.1682
-0.1502	-0.0920						
20 S3		0.6692	0.1762	-0.2692	0.0620	-0.0466	0.3499
-0.1607	-0.3117						
21 N9		0.7117	-0.0104	0.4101	-0.2275	0.1909	0.0354
0.0571	0.1294						
22 S2		0.8090	0.1936	0.4076	-0.2051	0.0009	-0.1682
-0.1502	-0.0920						

Eigenvalues	10.7802	2.2639	1.4119	1.1860	1.0061	0.8093
0.7507	0.6832					
% expl.Var.	49	10	6	5	5	4
3	3					

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Cumulative Communalities Matrix Factors 1 Thru

		1	2	3	4	5	6	7
8								
SORTS								
1 N1		0.4372	0.5400	0.7917	0.8146	0.8292	0.8292	
0.8378	0.8640							
2 N2		0.1245	0.5607	0.5747	0.5758	0.5772	0.5835	
0.8046	0.9351							
3 N3		0.6172	0.8097	0.8109	0.8367	0.8399	0.8462	
0.8721	0.8770							
4 N4		0.3118	0.3128	0.3846	0.4448	0.7827	0.8609	
0.8650	0.8850							
5 N5		0.0182	0.6394	0.6445	0.6794	0.6905	0.7595	
0.8941	0.9178							
6 N6		0.4597	0.4673	0.6479	0.7807	0.8655	0.8785	
0.8794	0.8807							
7 N7		0.6821	0.7216	0.7246	0.7462	0.7466	0.7960	
0.8026	0.8309							
8 N8		0.5293	0.5298	0.5433	0.5443	0.7685	0.8383	
0.8490	0.8611							
9 A1		0.7362	0.7381	0.7387	0.8353	0.8390	0.8404	
0.8947	0.8950							
10 A2		0.4508	0.5231	0.6606	0.7102	0.7104	0.7111	
0.7426	0.7514							
11 A3		0.4879	0.4930	0.4955	0.5273	0.5826	0.6263	
0.6891	0.9194							
12 A4		0.3340	0.7626	0.8150	0.8382	0.8459	0.8466	
0.8473	0.8658							

13 A5	0.5489	0.6612	0.6644	0.7112	0.7139	0.8678
0.8939	0.8944					
14 A7	0.4246	0.4816	0.4819	0.7266	0.7364	0.7963
0.7965	0.8117					
15 A6	0.4678	0.5138	0.5906	0.6896	0.7727	0.8010
0.8011	0.8076					
16 S1	0.7384	0.7455	0.7491	0.7503	0.7580	0.7713
0.8535	0.8552					
17 A8	0.5129	0.5386	0.5494	0.6441	0.7191	0.7203
0.7203	0.7400					
18 A10	0.6354	0.6358	0.6462	0.7043	0.7491	0.7831
0.7893	0.7931					
19 A9	0.6545	0.6920	0.8581	0.9002	0.9002	0.9285
0.9511	0.9595					
20 S3	0.4478	0.4788	0.5513	0.5551	0.5573	0.6798
0.7056	0.8028					
21 N9	0.5065	0.5066	0.6748	0.7266	0.7630	0.7643
0.7676	0.7843					
22 S2	0.6545	0.6920	0.8581	0.9002	0.9002	0.9285
0.9511	0.9595					

cum% expl.Var. 49 59 66 71 76 79
83 86



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Factor Matrix with an X Indicating a Defining Sort

Loadings

QSORT	1	2	3	4
1 N1	0.5810	0.3925	-0.0481	0.5663
2 N2	0.0272	0.6730X	0.2853	0.2020
3 N3	0.6382	-0.3337	0.4924	0.2749
4 N4	0.3809	0.0640	0.0501	0.5414X
5 N5	0.0675	0.8195X	0.0554	-0.0155
6 N6	-0.0251	-0.1202	0.6131	0.6243
7 N7	0.5546	-0.1050	0.5723	0.3163
8 N8	0.4910	0.0477	0.3275	0.4401
9 A1	0.3379	0.0675	0.4262	0.7314X
10 A2	0.6855X	0.3890	0.1681	0.2465
11 A3	0.4480	0.1537	0.4956	0.2395
12 A4	0.6757X	-0.5477	0.2283	0.1719
13 A5	0.3610	-0.3024	0.4214	0.5585
14 A7	0.1228	0.2159	0.2145	0.7867X
15 A6	0.7634X	-0.0778	0.2878	0.1336

16 S1	0.5123	0.1578	0.4435	0.5160
17 A8	0.2418	-0.1514	0.4114	0.6272X
18 A10	0.6488X	0.0953	0.4591	0.2521
19 A9	0.2746	0.2561	0.8347X	0.2498
20 S3	0.5047	0.2450	0.1631	0.4623
21 N9	0.2633	0.0509	0.7926X	0.1628
22 S2	0.2746	0.2561	0.8347X	0.2498

% expl.Var. 21 10 21 19



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Free Distribution Data Results

QSORT	MEAN	ST.DEV.
1 N1	0.000	2.168
2 N2	0.000	2.168
3 N3	0.000	2.168
4 N4	0.000	2.168
5 N5	0.000	2.168
6 N6	0.000	2.168
7 N7	0.000	2.168
8 N8	0.000	2.168
9 A1	0.000	2.168
10 A2	0.000	2.168
11 A3	0.000	2.168
12 A4	0.000	2.168
13 A5	0.000	2.168
14 A7	0.000	2.168
15 A6	0.000	2.168
16 S1	0.000	2.168
17 A8	0.000	2.168
18 A10	0.000	2.168
19 A9	0.000	2.168
20 S3	0.000	2.168
21 N9	0.000	2.168
22 S2	0.000	2.168



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Factor Scores with Corresponding Ranks

Factors

No.	Statement	No.	1
2	3	4	
1	Reflect on the personal interests and goals of the k	1	-0.21 24 -1.82
41	-0.35 25 0.21 19		
2	Jointly review the contract to clarify its purpose	2	-0.49 29 0.55
13	-1.34 38 0.76 11		
3	Help me understand what the partner organization expec	3	-1.02 34
0.19	20 0.49 15 0.50 15		
4	Design the joint organization further (such as meeti	4	-0.37 26 -0.55
32	-0.98 35 -0.29 25		
5	Help me gain a better understanding of the interests	5	0.29 16
1.28	4 0.98 10 0.61 14		
6	Work on defining shared goals.	6	1.70 2
1.27	6 0.98 10 1.27 6		
7	Organize the 'soft side' of the project.	7	0.81 10 -1.64
39	0.63 12 0.95 8		
8	Encourage the key individuals of the client and the c	8	1.63 3
-1.45	35 -1.69 40 0.68 13		
9	Specify or complement the contract terms.	9	-1.48 39
0.37	16 -1.61 39 -0.80 30		
10	Create an opportunity for me to develop myself profess	10	-1.78 41
-1.46	36 -1.20 36 -1.38 37		
11	Jointly further design how pricing, accountability, i	11	-1.51 40
-0.37	28 -1.34 38 -1.45 38		
12	Clarify the interests and goals of my own organization	12	0.18 18
-0.55	32 -0.49 28 -0.13 23		
13	To define what success means for this project.	13	2.03 1
0.36	19 1.06 7 1.83 1		
14	Organize the 'hard side' of the project	14	0.05 19 0.36
18	0.22 19 -1.49 39		
15	Better understand the collaboration styles and person	15	0.87 9
-0.55	32 1.20 5 0.34 16		
16	Jointly further design how shared understanding, prob	16	0.03 21
0.73	11 1.12 6 0.29 18		
17	Create the opportunity for my team to learn from other	17	0.49 13
-0.91	33 -0.00 21 -1.22 35		
18	Jointly further design how change management, risk ma	18	-0.67 30
0.37	16 -0.77 31 -1.00 33		
19	Discuss and align the business processes of the part	19	-0.94 32 0.18
21	-0.71 30 -1.53 40		
20	Understand the project context better.	20	1.14 7
1.64	1 0.98 10 -0.02 21		
21	Jointly discuss and further specify the project goals	21	1.06 8
0.91	9 1.20 5 1.37 5		
22	Help me reflect on my own interests and goals for the	22	-1.25 36
-1.46	37 -0.00 21 -0.32 27		
23	Jointly further design conflict management and escalat	23	-0.77 31
1.46	3 -0.22 23 0.00 20		

24	Help me voice what my team expects from the other orga	24	0.44	14
0.91	8	0.71	11	0.74 12
25	Develop binding agreements to specify the project plan	25	-1.40	38
1.10	7	-0.06	22	1.40 4
26	Contribute to building trust and respect between the o	26	1.30	6
-0.19	26	1.97	2	1.40 3
27	Talk about concrete anticipated risks or bottlenecks.	27	0.21	17
1.64	2	0.41	17	-0.80 31
28	Jointly discuss and further develop collaboration pri	28	1.33	5
0.00	22	1.48	3	0.77 10
29	Help me understand the interests and goals of members	29	0.05	20
-0.54	29	-0.85	34	-1.13 34
30	Define the approach to managing the users/ residents/	30	-1.02	33
0.37	14	-0.41	27	-0.98 32
31	Clarify what the partner organization expects from my	31	-0.47	28
0.73	11	0.49	15	0.85 9
32	Create the opportunity for informal and fun moments th	32	0.76	11
-1.82	40	0.27	18	1.17 7
33	Set the grounds for a culture of collaboration and a g	33	1.37	4
-0.01	23	1.97	2	1.77 2
34	Discuss the schedule, timelines and key milestones for	34	-0.08	22
1.28	5	0.49	15	-0.08 22
35	Jointly define and further develop key performance in	35	0.38	15
0.73	12	-0.63	29	0.32 17
36	Create the opportunity for me to voice what I expect f	36	-0.18	23
-1.64	39	-0.35	25	-1.38 36
37	Jointly further design how information and data will	37	-1.33	37
0.36	18	-0.85	34	-0.29 26
38	Create and opportunity for the members of my own team	38	0.72	12
-0.36	27	-0.85	34	-0.66 29
39	Talk about technical details and the relevant specific	39	-1.21	35
-1.09	34	-1.97	41	-1.56 41
40	Jointly define and further develop key performance in	40	-0.26	25
-0.19	25	-0.41	27	-0.53 28
41	Enable exchanging knowledge about learned lessons and	41	-0.41	27
-0.18	24	0.41	17	-0.22 24



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Correlations Between Factor Scores

	1	2	3	4
1	1.0000	0.0607	0.6101	0.5941

2 0.0607 1.0000 0.3236 0.2118

3 0.6101 0.3236 1.0000 0.6342

4 0.5941 0.2118 0.6342 1.0000



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Factor Scores -- For Factor 1

No.	Statement	No.	Z-SCORES
13	To define what success means for this project.	13	2.035
6	Work on defining shared goals.	6	1.697
8	Encourage the key individuals of the client and the contrac	8	1.629
33	Set the grounds for a culture of collaboration and a good wo	33	1.371
28	Jointly discuss and further develop collaboration principle	28	1.334
26	Contribute to building trust and respect between the organiz	26	1.296
20	Understand the project context better.	20	1.136
21	Jointly discuss and further specify the project goals and v	21	1.062
15	Better understand the collaboration styles and personality	15	0.874
7	Organize the 'soft side' of the project.	7	0.813
32	Create the opportunity for informal and fun moments that con	32	0.757
38	Create and opportunity for the members of my own team to get	38	0.724
17	Create the opportunity for my team to learn from other proje	17	0.493
24	Help me voice what my team expects from the other organizati	24	0.442
35	Jointly define and further develop key performance indicato	35	0.381
5	Help me gain a better understanding of the interests of the	5	0.289
27	Talk about concrete anticipated risks or bottlenecks.	27	0.214
12	Clarify the interests and goals of my own organization.	12	0.178
14	Organize the 'hard side' of the project	14	0.053
29	Help me understand the interests and goals of members of my	29	0.046
16	Jointly further design how shared understanding, problem-so	16	0.028
34	Discuss the schedule, timelines and key milestones for the p	34	-0.081
36	Create the opportunity for me to voice what I expect from my	36	-0.183
1	Reflect on the personal interests and goals of the key ind	1	-0.206
40	Jointly define and further develop key performance indicato	40	-0.259
4	Design the joint organization further (such as meetings or	4	-0.373
41	Enable exchanging knowledge about learned lessons and experi	41	-0.412
31	Clarify what the partner organization expects from my team.	31	-0.468
2	Jointly review the contract to clarify its purpose and a	2	-0.493
18	Jointly further design how change management, risk manageme	18	-0.670
23	Jointly further design conflict management and escalation me	23	-0.775
19	Discuss and align the business processes of the partner or	19	-0.940
30	Define the approach to managing the users/ residents/ third	30	-1.019

3	Help me understand what the partner organization expects fro	3	-1.022
39	Talk about technical details and the relevant specifications	39	-1.209
22	Help me reflect on my own interests and goals for the projec	22	-1.252
37	Jointly further design how information and data will be man	37	-1.329
25	Develop binding agreements to specify the project plan furth	25	-1.402
9	Specify or complement the contract terms.	9	-1.476
11	Jointly further design how pricing, accountability, invoici	11	-1.506
10	Create an opportunity for me to develop myself professionall	10	-1.776



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Factor Scores -- For Factor 2

No.	Statement	No.	Z-SCORES
20	Understand the project context better.	20	1.644
27	Talk about concrete anticipated risks or bottlenecks.	27	1.639
23	Jointly further design conflict management and escalation me	23	1.458
5	Help me gain a better understanding of the interests of the	5	1.283
34	Discuss the schedule, timelines and key milestones for the p	34	1.278
6	Work on defining shared goals.	6	1.273
25	Develop binding agreements to specify the project plan furth	25	1.098
24	Help me voice what my team expects from the other organizati	24	0.912
21	Jointly discuss and further specify the project goals and v	21	0.907
16	Jointly further design how shared understanding, problem-so	16	0.732
31	Clarify what the partner organization expects from my team.	31	0.732
35	Jointly define and further develop key performance indicato	35	0.727
2	Jointly review the contract to clarify its purpose and a	2	0.546
30	Define the approach to managing the users/ residents/ third	30	0.371
18	Jointly further design how change management, risk manageme	18	0.366
9	Specify or complement the contract terms.	9	0.366
14	Organize the 'hard side' of the project	14	0.361
37	Jointly further design how information and data will be man	37	0.361
13	To define what success means for this project.	13	0.356
3	Help me understand what the partner organization expects fro	3	0.186
19	Discuss and align the business processes of the partner or	19	0.180
28	Jointly discuss and further develop collaboration principle	28	0.000
33	Set the grounds for a culture of collaboration and a good wo	33	-0.010
41	Enable exchanging knowledge about learned lessons and experi	41	-0.180
40	Jointly define and further develop key performance indicato	40	-0.186
26	Contribute to building trust and respect between the organiz	26	-0.191
38	Create and opportunity for the members of my own team to get	38	-0.361
11	Jointly further design how pricing, accountability, invoici	11	-0.371
29	Help me understand the interests and goals of members of my	29	-0.541
4	Design the joint organization further (such as meetings or	4	-0.546

12	Clarify the interests and goals of my own organization.	12	-0.546
15	Better understand the collaboration styles and personality	15	-0.546
17	Create the opportunity for my team to learn from other proje	17	-0.907
39	Talk about technical details and the relevant specifications	39	-1.093
8	Encourage the key individuals of the client and the contrac	8	-1.453
10	Create an opportunity for me to develop myself professionall	10	-1.458
22	Help me reflect on my own interests and goals for the projec	22	-1.464
36	Create the opportunity for me to voice what I expect from my	36	-1.639
7	Organize the 'soft side' of the project.	7	-1.639
32	Create the opportunity for informal and fun moments that con	32	-1.819
1	Reflect on the personal interests and goals of the key ind	1	-1.824

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Factor Scores -- For Factor 3

No.	Statement	No.	Z-SCORES
26	Contribute to building trust and respect between the organiz	26	1.967
33	Set the grounds for a culture of collaboration and a good wo	33	1.967
28	Jointly discuss and further develop collaboration principle	28	1.475
15	Better understand the collaboration styles and personality	15	1.201
21	Jointly discuss and further specify the project goals and v	21	1.201
16	Jointly further design how shared understanding, problem-so	16	1.121
13	To define what success means for this project.	13	1.063
6	Work on defining shared goals.	6	0.983
20	Understand the project context better.	20	0.983
5	Help me gain a better understanding of the interests of the	5	0.983
24	Help me voice what my team expects from the other organizati	24	0.709
7	Organize the 'soft side' of the project.	7	0.629
3	Help me understand what the partner organization expects fro	3	0.492
31	Clarify what the partner organization expects from my team.	31	0.492
34	Discuss the schedule, timelines and key milestones for the p	34	0.492
27	Talk about concrete anticipated risks or bottlenecks.	27	0.412
41	Enable exchanging knowledge about learned lessons and experi	41	0.412
32	Create the opportunity for informal and fun moments that con	32	0.274
14	Organize the 'hard side' of the project	14	0.217
22	Help me reflect on my own interests and goals for the projec	22	-0.000
17	Create the opportunity for my team to learn from other proje	17	-0.000
25	Develop binding agreements to specify the project plan furth	25	-0.057
23	Jointly further design conflict management and escalation me	23	-0.217
1	Reflect on the personal interests and goals of the key ind	1	-0.354
36	Create the opportunity for me to voice what I expect from my	36	-0.354
30	Define the approach to managing the users/ residents/ third	30	-0.412
40	Jointly define and further develop key performance indicato	40	-0.412

12	Clarify the interests and goals of my own organization.	12	-0.492
35	Jointly define and further develop key performance indicato	35	-0.629
19	Discuss and align the business processes of the partner or	19	-0.709
18	Jointly further design how change management, risk manageme	18	-0.766
29	Help me understand the interests and goals of members of my	29	-0.846
37	Jointly further design how information and data will be man	37	-0.846
38	Create and opportunity for the members of my own team to get	38	-0.846
4	Design the joint organization further (such as meetings or	4	-0.983
10	Create an opportunity for me to develop myself professionall	10	-1.201
2	Jointly review the contract to clarify its purpose and a	2	-1.338
11	Jointly further design how pricing, accountability, invoici	11	-1.338
9	Specify or complement the contract terms.	9	-1.612
8	Encourage the key individuals of the client and the contrac	8	-1.692
39	Talk about technical details and the relevant specifications	39	-1.967



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Factor Scores -- For Factor 4

No.	Statement	No.	Z-SCORES
13	To define what success means for this project.	13	1.825
33	Set the grounds for a culture of collaboration and a good wo	33	1.771
26	Contribute to building trust and respect between the organiz	26	1.404
25	Develop binding agreements to specify the project plan furth	25	1.403
21	Jointly discuss and further specify the project goals and v	21	1.372
6	Work on defining shared goals.	6	1.272
32	Create the opportunity for informal and fun moments that con	32	1.165
7	Organize the 'soft side' of the project.	7	0.953
31	Clarify what the partner organization expects from my team.	31	0.849
28	Jointly discuss and further develop collaboration principle	28	0.767
2	Jointly review the contract to clarify its purpose and a	2	0.761
24	Help me voice what my team expects from the other organizati	24	0.738
8	Encourage the key individuals of the client and the contrac	8	0.684
5	Help me gain a better understanding of the interests of the	5	0.614
3	Help me understand what the partner organization expects fro	3	0.500
15	Better understand the collaboration styles and personality	15	0.344
35	Jointly define and further develop key performance indicato	35	0.320
16	Jointly further design how shared understanding, problem-so	16	0.293
1	Reflect on the personal interests and goals of the key ind	1	0.211
23	Jointly further design conflict management and escalation me	23	0.004
20	Understand the project context better.	20	-0.023
34	Discuss the schedule, timelines and key milestones for the p	34	-0.078
12	Clarify the interests and goals of my own organization.	12	-0.128
41	Enable exchanging knowledge about learned lessons and experi	41	-0.215

4	Design the joint organization further (such as meetings or	4	-0.293
37	Jointly further design how information and data will be man	37	-0.295
22	Help me reflect on my own interests and goals for the projec	22	-0.316
40	Jointly define and further develop key performance indicato	40	-0.528
38	Create and opportunity for the members of my own team to get	38	-0.664
9	Specify or complement the contract terms.	9	-0.797
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.798
30	Define the approach to managing the users/ residents/ third	30	-0.977
18	Jointly further design how change management, risk manageme	18	-1.001
29	Help me understand the interests and goals of members of my	29	-1.133
17	Create the opportunity for my team to learn from other proje	17	-1.215
36	Create the opportunity for me to voice what I expect from my	36	-1.375
10	Create an opportunity for me to develop myself professionall	10	-1.376
11	Jointly further design how pricing, accountability, invoici	11	-1.454
14	Organize the 'hard side' of the project	14	-1.486
19	Discuss and align the business processes of the partner or	19	-1.532
39	Talk about technical details and the relevant specifications	39	-1.564

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Descending Array of Differences Between Factors 1 and 2

No.	Statement	No.	Type	1
Type	2 Difference			
8	Encourage the key individuals of the client and the contrac	8	1.629	
-1.453	3.082			
32	Create the opportunity for informal and fun moments that con	32	0.757	
-1.819	2.577			
7	Organize the 'soft side' of the project.	7	0.813	
-1.639	2.452			
13	To define what success means for this project.	13	2.035	
0.356	1.679			
1	Reflect on the personal interests and goals of the key ind	1	-0.206	
-1.824	1.618			
26	Contribute to building trust and respect between the organiz	26	1.296	
-0.191	1.487			
36	Create the opportunity for me to voice what I expect from my	36	-0.183	
-1.639	1.456			
15	Better understand the collaboration styles and personality	15	0.874	
-0.546	1.420			
17	Create the opportunity for my team to learn from other proje	17	0.493	
-0.907	1.400			
33	Set the grounds for a culture of collaboration and a good wo	33	1.371	
-0.010	1.382			
28	Jointly discuss and further develop collaboration principle	28	1.334	

0.000	1.334		
38	Create and opportunity for the members of my own team to get	38	0.724
-0.361	1.085		
12	Clarify the interests and goals of my own organization.	12	0.178
-0.546	0.724		
29	Help me understand the interests and goals of members of my	29	0.046
-0.541	0.587		
6	Work on defining shared goals.	6	1.697
1.273	0.424		
22	Help me reflect on my own interests and goals for the projec	22	-1.252
-1.464	0.211		
4	Design the joint organization further (such as meetings or	4	-0.373
-0.546	0.173		
21	Jointly discuss and further specify the project goals and v	21	1.062
0.907	0.155		
40	Jointly define and further develop key performance indicato	40	-0.259
-0.186	-0.074		
39	Talk about technical details and the relevant specifications	39	-1.209
-1.093	-0.117		
41	Enable exchanging knowledge about learned lessons and experi	41	-0.412
-0.180	-0.231		
14	Organize the 'hard side' of the project	14	0.053
0.361	-0.307		
10	Create an opportunity for me to develop myself professionall	10	-1.776
-1.458	-0.317		
35	Jointly define and further develop key performance indicato	35	0.381
0.727	-0.346		
24	Help me voice what my team expects from the other organizati	24	0.442
0.912	-0.470		
20	Understand the project context better.	20	1.136
1.644	-0.508		
16	Jointly further design how shared understanding, problem-so	16	0.028
0.732	-0.704		
5	Help me gain a better understanding of the interests of the	5	0.289
1.283	-0.994		
18	Jointly further design how change management, risk manageme	18	-0.670
0.366	-1.036		
2	Jointly review the contract to clarify its purpose and a	2	-0.493
0.546	-1.039		
19	Discuss and align the business processes of the partner or	19	-0.940
0.180	-1.120		
11	Jointly further design how pricing, accountability, invoici	11	-1.506
-0.371	-1.135		
31	Clarify what the partner organization expects from my team.	31	-0.468
0.732	-1.200		
3	Help me understand what the partner organization expects fro	3	-1.022
0.186	-1.207		
34	Discuss the schedule, timelines and key milestones for the p	34	-0.081
1.278	-1.359		
30	Define the approach to managing the users/ residents/ third	30	-1.019

0.371	-1.390		
27	Talk about concrete anticipated risks or bottlenecks.	27	0.214
1.639	-1.425		
37	Jointly further design how information and data will be man	37	-1.329
0.361	-1.689		
9	Specify or complement the contract terms.	9	-1.476
0.366	-1.842		
23	Jointly further design conflict management and escalation me	23	-0.775
1.458	-2.233		
25	Develop binding agreements to specify the project plan furth	25	-1.402
1.098	-2.500		

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Descending Array of Differences Between Factors 1 and 3

No.	Statement	No.	Type	1
Type 3	Difference			
8	Encourage the key individuals of the client and the contrac	8	1.629	
-1.692	3.321			
38	Create and opportunity for the members of my own team to get	38	0.724	
-0.846	1.570			
35	Jointly define and further develop key performance indicato	35	0.381	
-0.629	1.010			
13	To define what success means for this project.	13	2.035	
1.063	0.972			
29	Help me understand the interests and goals of members of my	29	0.046	
-0.846	0.892			
2	Jointly review the contract to clarify its purpose and a	2	-0.493	
-1.338	0.845			
39	Talk about technical details and the relevant specifications	39	-1.209	
-1.967	0.758			
6	Work on defining shared goals.	6	1.697	
0.983	0.713			
12	Clarify the interests and goals of my own organization.	12	0.178	
-0.492	0.669			
4	Design the joint organization further (such as meetings or	4	-0.373	
-0.983	0.610			
17	Create the opportunity for my team to learn from other proje	17	0.493	
-0.000	0.493			
32	Create the opportunity for informal and fun moments that con	32	0.757	
0.274	0.483			
7	Organize the 'soft side' of the project.	7	0.813	
0.629	0.184			
36	Create the opportunity for me to voice what I expect from my	36	-0.183	

-0.354	0.171		
40	Jointly define and further develop key performance indicators	40	-0.259
-0.412	0.153		
20	Understand the project context better.	20	1.136
0.983	0.152		
1	Reflect on the personal interests and goals of the key individuals	1	-0.206
-0.354	0.148		
9	Specify or complement the contract terms.	9	-1.476
-1.612	0.136		
18	Jointly further design how change management, risk management, and communication will be managed	18	-0.670
-0.766	0.096		
21	Jointly discuss and further specify the project goals and vision	21	1.062
1.201	-0.139		
28	Jointly discuss and further develop collaboration principles	28	1.334
1.475	-0.141		
14	Organize the 'hard side' of the project	14	0.053
0.217	-0.164		
11	Jointly further design how pricing, accountability, invoicing, and payment will be managed	11	-1.506
-1.338	-0.169		
27	Talk about concrete anticipated risks or bottlenecks.	27	0.214
0.412	-0.198		
19	Discuss and align the business processes of the partner or organization	19	-0.940
-0.709	-0.231		
24	Help me voice what my team expects from the other organization	24	0.442
0.709	-0.267		
15	Better understand the collaboration styles and personality	15	0.874
1.201	-0.327		
37	Jointly further design how information and data will be managed	37	-1.329
-0.846	-0.483		
23	Jointly further design conflict management and escalation mechanisms	23	-0.775
-0.217	-0.558		
34	Discuss the schedule, timelines and key milestones for the project	34	-0.081
0.492	-0.572		
10	Create an opportunity for me to develop myself professionally	10	-1.776
-1.201	-0.575		
33	Set the grounds for a culture of collaboration and a good working relationship	33	1.371
1.967	-0.595		
30	Define the approach to managing the users/ residents/ third parties	30	-1.019
-0.412	-0.607		
26	Contribute to building trust and respect between the organizations	26	1.296
1.967	-0.671		
5	Help me gain a better understanding of the interests of the other organization	5	0.289
0.983	-0.694		
41	Enable exchanging knowledge about learned lessons and experiences	41	-0.412
0.412	-0.823		
31	Clarify what the partner organization expects from my team.	31	-0.468
0.492	-0.960		
16	Jointly further design how shared understanding, problem-solving, and decision-making will be managed	16	0.028
1.121	-1.092		
22	Help me reflect on my own interests and goals for the project	22	-1.252

-0.000	-1.252		
25	Develop binding agreements to specify the project plan furth	25	-1.402
-0.057	-1.345		
3	Help me understand what the partner organization expects fro	3	-1.022
0.492	-1.513		

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Descending Array of Differences Between Factors 1 and 4

No.	Statement	No.	Type	1
Type	4 Difference			
17	Create the opportunity for my team to learn from other proje	17	0.493	
-1.215	1.708			
14	Organize the 'hard side' of the project	14	0.053	
-1.486	1.539			
38	Create and opportunity for the members of my own team to get	38	0.724	
-0.664	1.389			
36	Create the opportunity for me to voice what I expect from my	36	-0.183	
-1.375	1.192			
29	Help me understand the interests and goals of members of my	29	0.046	
-1.133	1.179			
20	Understand the project context better.	20	1.136	
-0.023	1.159			
27	Talk about concrete anticipated risks or bottlenecks.	27	0.214	
-0.798	1.011			
8	Encourage the key individuals of the client and the contrac	8	1.629	
0.684	0.945			
19	Discuss and align the business processes of the partner or	19	-0.940	
-1.532	0.592			
28	Jointly discuss and further develop collaboration principle	28	1.334	
0.767	0.567			
15	Better understand the collaboration styles and personality	15	0.874	
0.344	0.530			
6	Work on defining shared goals.	6	1.697	
1.272	0.425			
39	Talk about technical details and the relevant specifications	39	-1.209	
-1.564	0.355			
18	Jointly further design how change management, risk manageme	18	-0.670	
-1.001	0.330			
12	Clarify the interests and goals of my own organization.	12	0.178	
-0.128	0.306			
40	Jointly define and further develop key performance indicato	40	-0.259	
-0.528	0.269			
13	To define what success means for this project.	13	2.035	

1.825	0.210		
35	Jointly define and further develop key performance indicators	35	0.381
0.320	0.060		
34	Discuss the schedule, timelines and key milestones for the project	34	-0.081
-0.078	-0.003		
30	Define the approach to managing the users/ residents/ third parties	30	-1.019
-0.977	-0.042		
11	Jointly further design how pricing, accountability, invoicing	11	-1.506
-1.454	-0.052		
4	Design the joint organization further (such as meetings or workshops)	4	-0.373
-0.293	-0.080		
26	Contribute to building trust and respect between the organizations	26	1.296
1.404	-0.108		
7	Organize the 'soft side' of the project.	7	0.813
0.953	-0.141		
41	Enable exchanging knowledge about learned lessons and experiences	41	-0.412
-0.215	-0.196		
16	Jointly further design how shared understanding, problem-solving	16	0.028
0.293	-0.265		
24	Help me voice what my team expects from the other organizations	24	0.442
0.738	-0.296		
21	Jointly discuss and further specify the project goals and vision	21	1.062
1.372	-0.310		
5	Help me gain a better understanding of the interests of the partners	5	0.289
0.614	-0.325		
33	Set the grounds for a culture of collaboration and a good working	33	1.371
1.771	-0.399		
10	Create an opportunity for me to develop myself professionally	10	-1.776
-1.376	-0.400		
32	Create the opportunity for informal and fun moments that contribute	32	0.757
1.165	-0.408		
1	Reflect on the personal interests and goals of the key individuals	1	-0.206
0.211	-0.417		
9	Specify or complement the contract terms.	9	-1.476
-0.797	-0.679		
23	Jointly further design conflict management and escalation mechanisms	23	-0.775
0.004	-0.779		
22	Help me reflect on my own interests and goals for the project	22	-1.252
-0.316	-0.936		
37	Jointly further design how information and data will be managed	37	-1.329
-0.295	-1.034		
2	Jointly review the contract to clarify its purpose and a good	2	-0.493
0.761	-1.254		
31	Clarify what the partner organization expects from my team.	31	-0.468
0.849	-1.317		
3	Help me understand what the partner organization expects from	3	-1.022
0.500	-1.522		
25	Develop binding agreements to specify the project plan further	25	-1.402
1.403	-2.805		



Descending Array of Differences Between Factors 2 and 3

No.	Statement	No.	Type	2
Type	3 Difference			
9	Specify or complement the contract terms.	9	0.366	
-1.612	1.978			
2	Jointly review the contract to clarify its purpose and a	2	0.546	
-1.338	1.884			
23	Jointly further design conflict management and escalation me	23	1.458	
-0.217	1.676			
35	Jointly define and further develop key performance indicato	35	0.727	
-0.629	1.356			
27	Talk about concrete anticipated risks or bottlenecks.	27	1.639	
0.412	1.227			
37	Jointly further design how information and data will be man	37	0.361	
-0.846	1.207			
25	Develop binding agreements to specify the project plan furth	25	1.098	
-0.057	1.155			
18	Jointly further design how change management, risk manageme	18	0.366	
-0.766	1.132			
11	Jointly further design how pricing, accountability, invoici	11	-0.371	
-1.338	0.967			
19	Discuss and align the business processes of the partner or	19	0.180	
-0.709	0.889			
39	Talk about technical details and the relevant specifications	39	-1.093	
-1.967	0.874			
34	Discuss the schedule, timelines and key milestones for the p	34	1.278	
0.492	0.786			
30	Define the approach to managing the users/ residents/ third	30	0.371	
-0.412	0.783			
20	Understand the project context better.	20	1.644	
0.983	0.661			
38	Create and opportunity for the members of my own team to get	38	-0.361	
-0.846	0.485			
4	Design the joint organization further (such as meetings or	4	-0.546	
-0.983	0.437			
29	Help me understand the interests and goals of members of my	29	-0.541	
-0.846	0.305			
5	Help me gain a better understanding of the interests of the	5	1.283	
0.983	0.300			
6	Work on defining shared goals.	6	1.273	
0.983	0.290			
31	Clarify what the partner organization expects from my team.	31	0.732	

0.492	0.240		
8	Encourage the key individuals of the client and the contrac	8	-1.453
-1.692	0.239		
40	Jointly define and further develop key performance indicato	40	-0.186
-0.412	0.226		
24	Help me voice what my team expects from the other organizati	24	0.912
0.709	0.203		
14	Organize the 'hard side' of the project	14	0.361
0.217	0.144		
12	Clarify the interests and goals of my own organization.	12	-0.546
-0.492	-0.055		
10	Create an opportunity for me to develop myself professionall	10	-1.458
-1.201	-0.258		
21	Jointly discuss and further specify the project goals and v	21	0.907
1.201	-0.294		
3	Help me understand what the partner organization expects fro	3	0.186
0.492	-0.306		
16	Jointly further design how shared understanding, problem-so	16	0.732
1.121	-0.389		
41	Enable exchanging knowledge about learned lessons and experi	41	-0.180
0.412	-0.592		
13	To define what success means for this project.	13	0.356
1.063	-0.708		
17	Create the opportunity for my team to learn from other proje	17	-0.907
-0.000	-0.907		
36	Create the opportunity for me to voice what I expect from my	36	-1.639
-0.354	-1.284		
22	Help me reflect on my own interests and goals for the projec	22	-1.464
-0.000	-1.464		
1	Reflect on the personal interests and goals of the key ind	1	-1.824
-0.354	-1.470		
28	Jointly discuss and further develop collaboration principle	28	0.000
1.475	-1.475		
15	Better understand the collaboration styles and personality	15	-0.546
1.201	-1.747		
33	Set the grounds for a culture of collaboration and a good wo	33	-0.010
1.967	-1.977		
32	Create the opportunity for informal and fun moments that con	32	-1.819
0.274	-2.094		
26	Contribute to building trust and respect between the organiz	26	-0.191
1.967	-2.157		
7	Organize the 'soft side' of the project.	7	-1.639
0.629	-2.268		



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Descending Array of Differences Between Factors 2 and 4

No.	Statement	No.	Type	2
Type	4 Difference			
27	Talk about concrete anticipated risks or bottlenecks. -0.798 2.437	27		1.639
14	Organize the 'hard side' of the project -1.486 1.846	14		0.361
19	Discuss and align the business processes of the partner or -1.532 1.712	19		0.180
20	Understand the project context better. -0.023 1.667	20		1.644
23	Jointly further design conflict management and escalation me 0.004 1.454	23		1.458
18	Jointly further design how change management, risk manageme -1.001 1.367	18		0.366
34	Discuss the schedule, timelines and key milestones for the p -0.078 1.356	34		1.278
30	Define the approach to managing the users/ residents/ third -0.977 1.348	30		0.371
9	Specify or complement the contract terms. -0.797 1.163	9		0.366
11	Jointly further design how pricing, accountability, invoici -1.454 1.083	11		-0.371
5	Help me gain a better understanding of the interests of the 0.614 0.670	5		1.283
37	Jointly further design how information and data will be man -0.295 0.655	37		0.361
29	Help me understand the interests and goals of members of my -1.133 0.592	29		-0.541
39	Talk about technical details and the relevant specifications -1.564 0.472	39		-1.093
16	Jointly further design how shared understanding, problem-so 0.293 0.439	16		0.732
35	Jointly define and further develop key performance indicato 0.320 0.406	35		0.727
40	Jointly define and further develop key performance indicato -0.528 0.343	40		-0.186
17	Create the opportunity for my team to learn from other proje -1.215 0.308	17		-0.907
38	Create and opportunity for the members of my own team to get -0.664 0.304	38		-0.361
24	Help me voice what my team expects from the other organizati 0.738 0.174	24		0.912
41	Enable exchanging knowledge about learned lessons and experi -0.215 0.035	41		-0.180
6	Work on defining shared goals. 1.272 0.001	6		1.273
10	Create an opportunity for me to develop myself professionall	10		-1.458

-1.376	-0.083		
31	Clarify what the partner organization expects from my team.	31	0.732
0.849	-0.117		
2	Jointly review the contract to clarify its purpose and a	2	0.546
0.761	-0.215		
4	Design the joint organization further (such as meetings or	4	-0.546
-0.293	-0.253		
36	Create the opportunity for me to voice what I expect from my	36	-1.639
-1.375	-0.264		
25	Develop binding agreements to specify the project plan furth	25	1.098
1.403	-0.306		
3	Help me understand what the partner organization expects fro	3	0.186
0.500	-0.315		
12	Clarify the interests and goals of my own organization.	12	-0.546
-0.128	-0.418		
21	Jointly discuss and further specify the project goals and v	21	0.907
1.372	-0.465		
28	Jointly discuss and further develop collaboration principle	28	0.000
0.767	-0.767		
15	Better understand the collaboration styles and personality	15	-0.546
0.344	-0.890		
22	Help me reflect on my own interests and goals for the projec	22	-1.464
-0.316	-1.147		
13	To define what success means for this project.	13	0.356
1.825	-1.470		
26	Contribute to building trust and respect between the organiz	26	-0.191
1.404	-1.594		
33	Set the grounds for a culture of collaboration and a good wo	33	-0.010
1.771	-1.781		
1	Reflect on the personal interests and goals of the key ind	1	-1.824
0.211	-2.036		
8	Encourage the key individuals of the client and the contrac	8	-1.453
0.684	-2.137		
7	Organize the 'soft side' of the project.	7	-1.639
0.953	-2.592		
32	Create the opportunity for informal and fun moments that con	32	-1.819
1.165	-2.984		

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Descending Array of Differences Between Factors 3 and 4

No.	Statement	No.	Type	3
Type	4 Difference			
14	Organize the 'hard side' of the project	14	0.217	

-1.486	1.703		
17	Create the opportunity for my team to learn from other proje	17	-0.000
-1.215	1.215		
27	Talk about concrete anticipated risks or bottlenecks.	27	0.412
-0.798	1.209		
36	Create the opportunity for me to voice what I expect from my	36	-0.354
-1.375	1.021		
20	Understand the project context better.	20	0.983
-0.023	1.007		
15	Better understand the collaboration styles and personality	15	1.201
0.344	0.857		
16	Jointly further design how shared understanding, problem-so	16	1.121
0.293	0.827		
19	Discuss and align the business processes of the partner or	19	-0.709
-1.532	0.823		
28	Jointly discuss and further develop collaboration principle	28	1.475
0.767	0.708		
41	Enable exchanging knowledge about learned lessons and experi	41	0.412
-0.215	0.627		
34	Discuss the schedule, timelines and key milestones for the p	34	0.492
-0.078	0.569		
30	Define the approach to managing the users/ residents/ third	30	-0.412
-0.977	0.565		
26	Contribute to building trust and respect between the organiz	26	1.967
1.404	0.563		
5	Help me gain a better understanding of the interests of the	5	0.983
0.614	0.370		
22	Help me reflect on my own interests and goals for the projec	22	-0.000
-0.316	0.316		
29	Help me understand the interests and goals of members of my	29	-0.846
-1.133	0.287		
18	Jointly further design how change management, risk manageme	18	-0.766
-1.001	0.235		
33	Set the grounds for a culture of collaboration and a good wo	33	1.967
1.771	0.196		
10	Create an opportunity for me to develop myself professionall	10	-1.201
-1.376	0.175		
11	Jointly further design how pricing, accountability, invoici	11	-1.338
-1.454	0.117		
40	Jointly define and further develop key performance indicato	40	-0.412
-0.528	0.116		
3	Help me understand what the partner organization expects fro	3	0.492
0.500	-0.008		
24	Help me voice what my team expects from the other organizati	24	0.709
0.738	-0.029		
21	Jointly discuss and further specify the project goals and v	21	1.201
1.372	-0.171		
38	Create and opportunity for the members of my own team to get	38	-0.846
-0.664	-0.182		
23	Jointly further design conflict management and escalation me	23	-0.217

0.004	-0.221		
6	Work on defining shared goals.	6	0.983
1.272	-0.288		
7	Organize the 'soft side' of the project.	7	0.629
0.953	-0.324		
31	Clarify what the partner organization expects from my team.	31	0.492
0.849	-0.357		
12	Clarify the interests and goals of my own organization.	12	-0.492
-0.128	-0.363		
39	Talk about technical details and the relevant specifications	39	-1.967
-1.564	-0.403		
37	Jointly further design how information and data will be man	37	-0.846
-0.295	-0.551		
1	Reflect on the personal interests and goals of the key ind	1	-0.354
0.211	-0.566		
4	Design the joint organization further (such as meetings or	4	-0.983
-0.293	-0.690		
13	To define what success means for this project.	13	1.063
1.825	-0.762		
9	Specify or complement the contract terms.	9	-1.612
-0.797	-0.815		
32	Create the opportunity for informal and fun moments that con	32	0.274
1.165	-0.891		
35	Jointly define and further develop key performance indicato	35	-0.629
0.320	-0.949		
25	Develop binding agreements to specify the project plan furth	25	-0.057
1.403	-1.460		
2	Jointly review the contract to clarify its purpose and a	2	-1.338
0.761	-2.099		
8	Encourage the key individuals of the client and the contrac	8	-1.692
0.684	-2.376		

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Exact Factor Scores (1a SPSS) in Z-Score and T-Score units

Factors

No.	Statement	No.	1
2	3 4		
1	Reflect on the personal interests and goals of the k	1	-0.30 47 -1.93
31	-0.05 49 0.46 55		
2	Jointly review the contract to clarify its purpose	2	-0.07 49 1.10
61	-2.26 27 1.51 65		
3	Help me understand what the partner organization expec	3	-0.98 40
0.00	50 0.72 57 0.50 55		

4	Design the joint organization further (such as meeti	4	-0.03	50	-0.76
42	-0.57 44 0.17 52				
5	Help me gain a better understanding of the interests	5	0.53	55	
0.60	56 0.94 59 -0.23 48				
6	Work on defining shared goals.	6	1.69	67	
0.25	53 0.65 56 0.87 59				
7	Organize the 'soft side' of the project.	7	-0.19	48	-1.83
32	1.07 61 0.22 52				
8	Encourage the key individuals of the client and the c	8	2.21	72	
-1.46	35 -2.53 25 1.50 65				
9	Specify or complement the contract terms.	9	-0.68	43	
0.88	59 -2.03 30 -0.19 48				
10	Create an opportunity for me to develop myself profess	10	-1.75	33	
-1.30	37 -0.21 48 -0.76 42				
11	Jointly further design how pricing, accountability, i	11	-1.39	36	
0.03	50 -0.70 43 -0.39 46				
12	Clarify the interests and goals of my own organization	12	1.24	62	
-0.27	47 -0.79 42 0.13 51				
13	To define what success means for this project.	13	1.55	66	
0.04	50 0.34 53 1.36 64				
14	Organize the 'hard side' of the project	14	0.45	54	1.39
64	0.08 51 -2.18 28				
15	Better understand the collaboration styles and person	15	0.53	55	
-0.50	45 1.34 63 -0.58 44				
16	Jointly further design how shared understanding, prob	16	-0.32	47	
0.97	60 1.20 62 0.22 52				
17	Create the opportunity for my team to learn from other	17	0.15	52	
-1.29	37 0.89 59 -1.79 32				
18	Jointly further design how change management, risk ma	18	-0.55	44	
0.53	55 -0.59 44 -0.59 44				
19	Discuss and align the business processes of the part	19	-0.70	43	-0.25
48	0.02 50 -0.67 43				
20	Understand the project context better.	20	1.67	67	
1.91	69 0.28 53 -1.14 39				
21	Jointly discuss and further specify the project goals	21	0.95	59	
1.23	62 0.28 53 1.20 62				
22	Help me reflect on my own interests and goals for the	22	-1.38	36	
-1.32	37 0.55 55 -0.01 50				
23	Jointly further design conflict management and escalat	23	-1.13	39	
1.18	62 0.29 53 0.15 51				
24	Help me voice what my team expects from the other orga	24	0.06	51	
0.64	56 0.58 56 0.35 53				
25	Develop binding agreements to specify the project plan	25	-2.31	27	
1.16	62 -0.64 44 2.36 74				
26	Contribute to building trust and respect between the o	26	0.53	55	
0.18	52 1.43 64 0.93 59				
27	Talk about concrete anticipated risks or bottlenecks.	27	0.27	53	
1.55	65 0.53 55 -1.14 39				
28	Jointly discuss and further develop collaboration pri	28	0.70	57	
-0.37	46 1.27 63 0.41 54				

29	Help me understand the interests and goals of members	29	0.77	58
-0.89	41 -0.76 42 -1.20 38			
30	Define the approach to managing the users/ residents/	30	-0.36	46
-0.28	47 0.03 50 -1.07 39			
31	Clarify what the partner organization expects from my	31	-0.96	40
0.17	52 0.61 56 1.39 64			
32	Create the opportunity for informal and fun moments th	32	0.41	54
-1.46	35 -0.07 49 1.30 63			
33	Set the grounds for a culture of collaboration and a g	33	0.29	53
-0.38	46 1.93 69 1.33 63			
34	Discuss the schedule, timelines and key milestones for	34	0.39	54
1.23	62 -0.17 48 -0.50 45			
35	Jointly define and further develop key performance in	35	0.30	53
0.21	52 -0.33 47 -0.02 50			
36	Create the opportunity for me to voice what I expect f	36	-0.15	48
-1.41	36 -0.06 49 -1.13 39			
37	Jointly further design how information and data will	37	-1.55	34
0.86	59 -0.53 45 -0.08 49			
38	Create and opportunity for the members of my own team	38	1.35	63
-0.14	49 -1.38 36 -0.96 40			
39	Talk about technical details and the relevant specific	39	-0.49	45
-0.79	42 -1.66 33 -0.89 41			
40	Jointly define and further develop key performance in	40	-0.16	48
0.43	54 -0.31 47 -0.53 45			
41	Enable exchanging knowledge about learned lessons and	41	-0.56	44
0.08	51 0.63 56 -0.30 47			

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Factor Q-Sort Values for Each Statement

				Factor		
Arrays						
No.	Statement	No.	1			
2	3	4				
1	Reflect on the personal interests and goals of the key ind	1	0	-4		
-1	0					
2	Jointly review the contract to clarify its purpose and a	2	-1	1		
-3	2					
3	Help me understand what the partner organization expects fro	3	-2			
0	1 1					
4	Design the joint organization further (such as meetings or	4	-1	-2		
-2	-1					
5	Help me gain a better understanding of the interests of the	5	1			
3	2 1					

6	Work on defining shared goals.	6	4	
3	2 3			
7	Organize the 'soft side' of the project.	7	2	-3
1	2			
8	Encourage the key individuals of the client and the contrac	8	3	
-2	-4 1			
9	Specify or complement the contract terms.	9	-3	
1	-3 -1			
10	Create an opportunity for me to develop myself professionall	10	-4	
-3	-3 -3			
11	Jointly further design how pricing, accountability, invoici	11	-4	
-1	-3 -3			
12	Clarify the interests and goals of my own organization.	12	0	
-2	-1 0			
13	To define what success means for this project.	13	4	
0	2 4			
14	Organize the 'hard side' of the project	14	0	0
0	-3			
15	Better understand the collaboration styles and personality	15	2	
-2	3 1			
16	Jointly further design how shared understanding, problem-so	16	0	
2	3 0			
17	Create the opportunity for my team to learn from other proje	17	1	
-2	0 -2			
18	Jointly further design how change management, risk manageme	18	-1	
1	-2 -2			
19	Discuss and align the business processes of the partner or	19	-2	0
-1	-4			
20	Understand the project context better.	20	2	
4	2 0			
21	Jointly discuss and further specify the project goals and v	21	2	
2	3 3			
22	Help me reflect on my own interests and goals for the projec	22	-3	
-3	0 -1			
23	Jointly further design conflict management and escalation me	23	-2	
3	0 0			
24	Help me voice what my team expects from the other organizati	24	1	
2	2 1			
25	Develop binding agreements to specify the project plan furth	25	-3	
2	0 3			
26	Contribute to building trust and respect between the organiz	26	3	
-1	4 3			
27	Talk about concrete anticipated risks or bottlenecks.	27	1	
4	1 -2			
28	Jointly discuss and further develop collaboration principle	28	3	
0	3 2			
29	Help me understand the interests and goals of members of my	29	0	
-1	-2 -2			
30	Define the approach to managing the users/ residents/ third	30	-2	
1	-1 -2			

31	Clarify what the partner organization expects from my team.	31	-1
2	1 2		
32	Create the opportunity for informal and fun moments that con	32	2
-4	0 2		
33	Set the grounds for a culture of collaboration and a good wo	33	3
0	4 4		
34	Discuss the schedule, timelines and key milestones for the p	34	0
3	1 0		
35	Jointly define and further develop key performance indicato	35	1
1	-1 1		
36	Create the opportunity for me to voice what I expect from my	36	0
-3	-1 -3		
37	Jointly further design how information and data will be man	37	-3
0	-2 -1		
38	Create and opportunity for the members of my own team to get	38	1
-1	-2 -1		
39	Talk about technical details and the relevant specifications	39	-2
-2	-4 -4		
40	Jointly define and further develop key performance indicato	40	-1
-1	-1 -1		
41	Enable exchanging knowledge about learned lessons and experi	41	-1
0	1 0		

Variance = 4.585 St. Dev. = 2.141



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Factor Q-Sort Values for Statements sorted by Consensus vs. Disagreement (Variance across Factor Z-Scores)

Arrays			Factor	
No.	Statement	No.	1	
2	3 4			
40	Jointly define and further develop key performance indicato	40	-1	
-1	-1 -1			
24	Help me voice what my team expects from the other organizati	24	1	
2	2 1			
21	Jointly discuss and further specify the project goals and v	21	2	
2	3 3			
10	Create an opportunity for me to develop myself professionall	10	-4	
-3	-3 -3			
6	Work on defining shared goals.	6	4	
3	2 3			

4	Design the joint organization further (such as meetings or	4	-1	-2
-2	-1			
12	Clarify the interests and goals of my own organization.	12	0	
-2	-1	0		
41	Enable exchanging knowledge about learned lessons and experi	41	-1	
0	1	0		
39	Talk about technical details and the relevant specifications	39	-2	
-2	-4	-4		
5	Help me gain a better understanding of the interests of the	5	1	
3	2	1		
16	Jointly further design how shared understanding, problem-so	16	0	
2	3	0		
29	Help me understand the interests and goals of members of my	29	0	
-1	-2	-2		
11	Jointly further design how pricing, accountability, invoici	11	-4	
-1	-3	-3		
35	Jointly define and further develop key performance indicato	35	1	
1	-1	1		
31	Clarify what the partner organization expects from my team.	31	-1	
2	1	2		
18	Jointly further design how change management, risk manageme	18	-1	
1	-2	-2		
34	Discuss the schedule, timelines and key milestones for the p	34	0	
3	1	0		
30	Define the approach to managing the users/ residents/ third	30	-2	
1	-1	-2		
28	Jointly discuss and further develop collaboration principle	28	3	
0	3	2		
20	Understand the project context better.	20	2	
4	2	0		
38	Create and opportunity for the members of my own team to get	38	1	
-1	-2	-1		
22	Help me reflect on my own interests and goals for the projec	22	-3	
-3	0	-1		
19	Discuss and align the business processes of the partner or	19	-2	0
-1	-4			
3	Help me understand what the partner organization expects fro	3	-2	
0	1	1		
36	Create the opportunity for me to voice what I expect from my	36	0	
-3	-1	-3		
37	Jointly further design how information and data will be man	37	-3	
0	-2	-1		
15	Better understand the collaboration styles and personality	15	2	
-2	3	1		
13	To define what success means for this project.	13	4	
0	2	4		
17	Create the opportunity for my team to learn from other proje	17	1	
-2	0	-2		
14	Organize the 'hard side' of the project	14	0	0
0	-3			

1	Reflect on the personal interests and goals of the key ind	1	0	-4
-1	0			
33	Set the grounds for a culture of collaboration and a good wo	33	3	
0	4	4		
9	Specify or complement the contract terms.	9	-3	
1	-3	-1		
26	Contribute to building trust and respect between the organiz	26	3	
-1	4	3		
23	Jointly further design conflict management and escalation me	23	-2	
3	0	0		
2	Jointly review the contract to clarify its purpose and a	2	-1	1
-3	2			
27	Talk about concrete anticipated risks or bottlenecks.	27	1	
4	1	-2		
7	Organize the 'soft side' of the project.	7	2	-3
1	2			
25	Develop binding agreements to specify the project plan furth	25	-3	
2	0	3		
32	Create the opportunity for informal and fun moments that con	32	2	
-4	0	2		
8	Encourage the key individuals of the client and the contrac	8	3	
-2	-4	1		



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Factor Characteristics

	Factors			
	1	2	3	4
No. of Defining Variables	4	2	3	4
Average Rel. Coef.	0.800	0.800	0.800	0.800
Composite Reliability	0.941	0.889	0.923	0.941
S.E. of Factor Z-Scores	0.243	0.333	0.277	0.243

Standard Errors for Differences in Factor Z-Scores

(Diagonal Entries Are S.E. Within Factors)

Factors	1	2	3	4
---------	---	---	---	---

1	0.343	0.412	0.368	0.343
2	0.412	0.471	0.434	0.412
3	0.368	0.434	0.392	0.368
4	0.343	0.412	0.368	0.343



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Distinguishing Statements for Factor 1

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

						Factors			
						1			
2			3			4			
No.	Statement						No.	Q-SV	Z-SCR
Q-SV	Z-SCR		Q-SV	Z-SCR		Q-SV	Z-SCR		
8	Encourage the key individuals of the client and the contrac		8	3	1.63*				
-2	-1.45		-4	-1.69		1	0.68		
38	Create and opportunity for the members of my own team to get		38	1	0.72*				
-1	-0.36		-2	-0.85		-1	-0.66		
31	Clarify what the partner organization expects from my team.		31	-1	-0.47*				
2	0.73		1	0.49		2	0.85		
2	Jointly review the contract to clarify its purpose and a		2	-1	-0.49	1			
0.55			-3	-1.34		2	0.76		
3	Help me understand what the partner organization expects fro		3	-2	-1.02*				
0	0.19		1	0.49		1	0.50		
25	Develop binding agreements to specify the project plan furth		25	-3	-1.40*				
2	1.10		0	-0.06		3	1.40		



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Distinguishing Statements for Factor 2

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

						Factors		
						1		
2		3		4				
No.	Statement	No.	Q-SV	Z-SCR		No.	Q-SV	Z-SCR
Q-SV	Z-SCR	Q-SV	Z-SCR	Q-SV	Z-SCR			
27	Talk about concrete anticipated risks or bottlenecks.	27	1	0.21				
4	1.64*	1	0.41	-2	-0.80			
23	Jointly further design conflict management and escalation me	23	-2	-0.77				
3	1.46*	0	-0.22	0	0.00			
18	Jointly further design how change management, risk manageme	18	-1	-0.67				
1	0.37	-2	-0.77	-2	-1.00			
9	Specify or complement the contract terms.	9	-3	-1.48				
1	0.37*	-3	-1.61	-1	-0.80			
19	Discuss and align the business processes of the partner or	19	-2	-0.94				
0	0.18	-1	-0.71	-4	-1.53			
33	Set the grounds for a culture of collaboration and a good wo	33	3	1.37				
0	-0.01*	4	1.97	4	1.77			
26	Contribute to building trust and respect between the organiz	26	3	1.30				
-1	-0.19*	4	1.97	3	1.40			
11	Jointly further design how pricing, accountability, invoici	11	-4	-1.51				
-1	-0.37	-3	-1.34	-3	-1.45			
15	Better understand the collaboration styles and personality	15	2	0.87				
-2	-0.55	3	1.20	1	0.34			
7	Organize the 'soft side' of the project.	7	2	0.81	-3			
-1.64*	1	0.63	2	0.95				
32	Create the opportunity for informal and fun moments that con	32	2	0.76				
-4	-1.82*	0	0.27	2	1.17			
1	Reflect on the personal interests and goals of the key ind	1	0	-0.21				
-4	-1.82*	-1	-0.35	0	0.21			

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Distinguishing Statements for Factor 3

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

Factors

1

2

3

4

No. Statement						No.	Q-SV Z-SCR	
Q-SV	Z-SCR	Q-SV	Z-SCR	Q-SV	Z-SCR			
25	Develop binding agreements to specify the project plan further	25		-3	-1.40			
2	1.10	0	-0.06*	3	1.40			
35	Jointly define and further develop key performance indicators	35		1	0.38			
1	0.73	-1	-0.63	1	0.32			
2	Jointly review the contract to clarify its purpose and a	2		-1	-0.49			1
0.55	-3	-1.34	2	0.76				

Distinguishing Statements for Factor 4

($P < .05$; Asterisk (*) Indicates Significance at $P < .01$)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

						Factors		
						1		
2	3	4						
No. Statement	No.	Q-SV Z-SCR	Q-SV Z-SCR	Q-SV Z-SCR	No.	Q-SV Z-SCR	Q-SV Z-SCR	
Q-SV Z-SCR	Q-SV Z-SCR	Q-SV Z-SCR	Q-SV Z-SCR	Q-SV Z-SCR	Q-SV Z-SCR	Q-SV Z-SCR	Q-SV Z-SCR	Q-SV Z-SCR
8 Encourage the key individuals of the client and the contrac	8	3 1.63						
-2 -1.45	-4 -1.69	1 0.68*						
20 Understand the project context better.	20	2 1.14						
4 1.64	2 0.98	0 -0.02*						
9 Specify or complement the contract terms.	9	-3 -1.48						
1 0.37	-3 -1.61	-1 -0.80						
27 Talk about concrete anticipated risks or bottlenecks.	27	1 0.21						
4 1.64	1 0.41	-2 -0.80*						
14 Organize the 'hard side' of the project	14	0 0.05	0					
0.36	0 0.22	-3 -1.49*						



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Consensus Statements -- Those That Do Not Distinguish Between ANY Pair of Factors.

All Listed Statements are Non-Significant at $P > .01$, and Those Flagged With an * are also Non-Significant at $P > .05$.

Factors

						1	
		2		3		4	
No.	Statement						
Q-SV	Z-SCR	Q-SV	Z-SCR	Q-SV	Z-SCR	No.	Q-SV Z-SCR
4*	Design the joint organization further (such as meetings or	4	-1	-0.37			
-2	-0.55	-2	-0.98	-1	-0.29		
5	Help me gain a better understanding of the interests of the	5	1	0.29			
3	1.28	2	0.98	1	0.61		
6*	Work on defining shared goals.	6	4	1.70			
3	1.27	2	0.98	3	1.27		
10*	Create an opportunity for me to develop myself professional	10	-4	-1.78			
-3	-1.46	-3	-1.20	-3	-1.38		
12*	Clarify the interests and goals of my own organization.	12	0	0.18			
-2	-0.55	-1	-0.49	0	-0.13		
21*	Jointly discuss and further specify the project goals and v	21	2	1.06			
2	0.91	3	1.20	3	1.37		
24*	Help me voice what my team expects from the other organizati	24	1	0.44			
2	0.91	2	0.71	1	0.74		
39	Talk about technical details and the relevant specifications	39	-2	-1.21			
-2	-1.09	-4	-1.97	-4	-1.56		
40*	Jointly define and further develop key performance indicato	40	-1	-0.26			
-1	-0.19	-1	-0.41	-1	-0.53		
41	Enable exchanging knowledge about learned lessons and experi	41	-1	-0.41			
0	-0.18	1	0.41	0	-0.22		

QANALYZE was completet at 18:29:12

Appendix 12-2: FINAL Cross-case 3 factor solution

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Correlation Matrix Between Sorts

SORTS 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17
18 19 20 21 22

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1 N1	100	29	38	57	36	27	41	45	63	64	48	22	36	51	51	62	48
47 40 56	26	40															
2 N2	29	100	-4	21	35	17	19	25	25	40	24	-16	10	33	7	46	14
24 44 30	24	44															
3 N3	38	-4	100	46	-15	44	76	59	63	39	45	77	63	33	60	65	57
70 60 45	57	60															
4 N4	57	21	46	100	-2	45	38	24	49	40	35	26	33	44	47	40	30
40 35 37	32	35															
5 N5	36	35	-15	-2	100	-5	5	4	18	28	18	-36	-16	14	-7	14	-4
16 24 29	8	24															
6 N6	27	17	44	45	-5	100	51	32	66	25	44	31	62	52	37	56	57
33 60 43	65	60															
7 N7	41	19	76	38	5	51	100	48	69	53	56	62	76	39	58	64	57
62 69 54	54	69															
8 N8	45	25	59	24	4	32	48	100	62	51	41	46	47	60	45	65	61
70 53 48	45	53															
9 A1	63	25	63	49	18	66	69	62	100	44	49	44	68	72	48	68	66
60 68 62	51	68															
10 A2	64	40	39	40	28	25	53	51	44	100	45	35	37	40	54	61	37
53 48 55	43	48															
11 A3	48	24	45	35	18	44	56	41	49	45	100	31	56	41	56	66	38
52 53 36	63	53															
12 A4	22	-16	77	26	-36	31	62	46	44	35	31	100	57	18	61	46	45
49 28 35	34	28															
13 A5	36	10	63	33	-16	62	76	47	68	37	56	57	100	40	40	68	63
53 44 50	46	44															
14 A7	51	33	33	44	14	52	39	60	72	40	41	18	40	100	29	56	50
46 49 42	31	49															
15 A6	51	7	60	47	-7	37	58	45	48	54	56	61	40	29	100	52	34
60 49 40	45	49															
16 S1	62	46	65	40	14	56	64	65	68	61	66	46	68	56	52	100	61
66 61 57	57	61															
17 A8	48	14	57	30	-4	57	57	61	66	37	38	45	63	50	34	61	100
55 53 34	45	53															
18 A10	47	24	70	40	16	33	62	70	60	53	52	49	53	46	60	66	55
100 65 51	53	65															
19 A9	40	44	60	35	24	60	69	53	68	48	53	28	44	49	49	61	53
65 100 43	70	100															
20 S3	56	30	45	37	29	43	54	48	62	55	36	35	50	42	40	57	34

51 43 100 39 43
 21 N9 26 24 57 32 8 65 54 45 51 43 63 34 46 31 45 57 45
 53 70 39 100 70
 22 S2 40 44 60 35 24 60 69 53 68 48 53 28 44 49 49 61 53
 65 100 43 70 100

↑

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Unrotated Factor Matrix

Factors		1	2	3	4	5	6	7
8								
SORTS								
1 N1		0.6612	0.3207	-0.5017	0.1514	0.1208	0.0027	
-0.0931	0.1617							
2 N2		0.3528	0.6605	0.1182	-0.0339	-0.0375	-0.0791	
0.4702	-0.3613							
3 N3		0.7857	-0.4387	-0.0347	-0.1608	-0.0562	-0.0796	
-0.1606	-0.0703							
4 N4		0.5584	0.0304	-0.2681	0.2453	0.5813	-0.2797	
-0.0640	-0.1413							
5 N5		0.1348	0.7882	-0.0715	-0.1868	-0.1052	0.2627	
-0.3669	0.1539							
6 N6		0.6780	-0.0873	0.4250	0.3644	0.2911	0.1142	
-0.0292	-0.0361							
7 N7		0.8259	-0.1988	0.0548	-0.1469	-0.0202	0.2221	
-0.0816	-0.1683							
8 N8		0.7275	-0.0212	-0.1163	0.0324	-0.4735	-0.2641	
0.1034	0.1100							
9 A1		0.8580	0.0437	0.0238	0.3109	-0.0610	0.0364	
-0.2332	-0.0164							
10 A2		0.6714	0.2689	-0.3708	-0.2227	0.0146	0.0248	
0.1775	-0.0943							
11 A3		0.6985	0.0711	0.0502	-0.1785	0.2350	0.2092	
0.2505	0.4799							
12 A4		0.5779	-0.6547	-0.2289	-0.1525	-0.0873	0.0276	
0.0259	-0.1359							
13 A5		0.7409	-0.3351	0.0560	0.2164	-0.0520	0.3923	
0.1615	-0.0229							
14 A7		0.6516	0.2388	-0.0178	0.4947	-0.0987	-0.2448	
0.0116	0.1232							
15 A6		0.6840	-0.2145	-0.2772	-0.3145	0.2884	-0.1682	
0.0077	0.0805							
16 S1		0.8593	0.0847	-0.0598	0.0341	-0.0881	0.1152	
0.2868	0.0411							
17 A8		0.7161	-0.1603	0.1042	0.3076	-0.2740	-0.0344	
0.0053	0.1402							

18 A10		0.7971	-0.0207	-0.1020	-0.2410	-0.2117	-0.1842
-0.0789	0.0619						
19 A9		0.8090	0.1936	0.4076	-0.2051	0.0009	-0.1682
-0.1502	-0.0920						
20 S3		0.6692	0.1762	-0.2692	0.0620	-0.0466	0.3499
-0.1607	-0.3117						
21 N9		0.7117	-0.0104	0.4101	-0.2275	0.1909	0.0354
0.0571	0.1294						
22 S2		0.8090	0.1936	0.4076	-0.2051	0.0009	-0.1682
-0.1502	-0.0920						

Eigenvalues	10.7802	2.2639	1.4119	1.1860	1.0061	0.8093
0.7507	0.6832					
% expl.Var.	49	10	6	5	5	4
3	3					

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Cumulative Communalities Matrix Factors 1 Thru

		1	2	3	4	5	6	7
8								
SORTS								
1 N1		0.4372	0.5400	0.7917	0.8146	0.8292	0.8292	
0.8378	0.8640							
2 N2		0.1245	0.5607	0.5747	0.5758	0.5772	0.5835	
0.8046	0.9351							
3 N3		0.6172	0.8097	0.8109	0.8367	0.8399	0.8462	
0.8721	0.8770							
4 N4		0.3118	0.3128	0.3846	0.4448	0.7827	0.8609	
0.8650	0.8850							
5 N5		0.0182	0.6394	0.6445	0.6794	0.6905	0.7595	
0.8941	0.9178							
6 N6		0.4597	0.4673	0.6479	0.7807	0.8655	0.8785	
0.8794	0.8807							
7 N7		0.6821	0.7216	0.7246	0.7462	0.7466	0.7960	
0.8026	0.8309							
8 N8		0.5293	0.5298	0.5433	0.5443	0.7685	0.8383	
0.8490	0.8611							
9 A1		0.7362	0.7381	0.7387	0.8353	0.8390	0.8404	
0.8947	0.8950							
10 A2		0.4508	0.5231	0.6606	0.7102	0.7104	0.7111	
0.7426	0.7514							
11 A3		0.4879	0.4930	0.4955	0.5273	0.5826	0.6263	
0.6891	0.9194							
12 A4		0.3340	0.7626	0.8150	0.8382	0.8459	0.8466	
0.8473	0.8658							

13 A5	0.5489	0.6612	0.6644	0.7112	0.7139	0.8678
0.8939	0.8944					
14 A7	0.4246	0.4816	0.4819	0.7266	0.7364	0.7963
0.7965	0.8117					
15 A6	0.4678	0.5138	0.5906	0.6896	0.7727	0.8010
0.8011	0.8076					
16 S1	0.7384	0.7455	0.7491	0.7503	0.7580	0.7713
0.8535	0.8552					
17 A8	0.5129	0.5386	0.5494	0.6441	0.7191	0.7203
0.7203	0.7400					
18 A10	0.6354	0.6358	0.6462	0.7043	0.7491	0.7831
0.7893	0.7931					
19 A9	0.6545	0.6920	0.8581	0.9002	0.9002	0.9285
0.9511	0.9595					
20 S3	0.4478	0.4788	0.5513	0.5551	0.5573	0.6798
0.7056	0.8028					
21 N9	0.5065	0.5066	0.6748	0.7266	0.7630	0.7643
0.7676	0.7843					
22 S2	0.6545	0.6920	0.8581	0.9002	0.9002	0.9285
0.9511	0.9595					

cum% expl.Var.	49	59	66	71	76	79
83	86					



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Factor Matrix with an X Indicating a Defining Sort

Loadings

QSORT	1	2	3
1 N1	0.1186	0.2300	0.8513X
2 N2	0.3038	0.6539X	0.2342
3 N3	0.5678	-0.4734	0.5142
4 N4	0.2192	-0.0259	0.5796X
5 N5	0.0090	0.7676X	0.2351
6 N6	0.7879X	-0.0657	0.1513
7 N7	0.6464X	-0.2266	0.5054
8 N8	0.4486	-0.0664	0.5811X
9 A1	0.6362X	0.0089	0.5778
10 A2	0.2185	0.1937	0.7585X
11 A3	0.5373X	0.0461	0.4524
12 A4	0.2946	-0.7017X	0.4856
13 A5	0.5925X	-0.3580	0.4303
14 A7	0.4482	0.2065	0.4883
15 A6	0.3162	-0.2753	0.6441X

16 S1	0.5776	0.0396	0.6433X
17 A8	0.5988X	-0.1778	0.3990
18 A10	0.5089	-0.0672	0.6187X
19 A9	0.8568X	0.2052	0.2863
20 S3	0.2914	0.1138	0.6734X
21 N9	0.7982X	0.0073	0.1940
22 S2	0.8568X	0.2052	0.2863

% expl.Var.	29	10	27
-------------	----	----	----



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Free Distribution Data Results

QSORT	MEAN	ST.DEV.
1 N1	0.000	2.168
2 N2	0.000	2.168
3 N3	0.000	2.168
4 N4	0.000	2.168
5 N5	0.000	2.168
6 N6	0.000	2.168
7 N7	0.000	2.168
8 N8	0.000	2.168
9 A1	0.000	2.168
10 A2	0.000	2.168
11 A3	0.000	2.168
12 A4	0.000	2.168
13 A5	0.000	2.168
14 A7	0.000	2.168
15 A6	0.000	2.168
16 S1	0.000	2.168
17 A8	0.000	2.168
18 A10	0.000	2.168
19 A9	0.000	2.168
20 S3	0.000	2.168
21 N9	0.000	2.168
22 S2	0.000	2.168



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Factor Scores with Corresponding Ranks

Factors

No.	Statement	No.	1
2	3		
1	Reflect on the personal interests and goals of the k	1	-0.24 23 -1.97
41	-0.54 30		
2	Jointly review the contract to clarify its purpose	2	-1.23 37 0.62
14	0.43 14		
3	Help me understand what the partner organization expec	3	0.49 14
0.50	15 -0.42 26		
4	Design the joint organization further (such as meeti	4	-0.48 27 -0.62
31	-0.37 25		
5	Help me gain a better understanding of the interests	5	0.78 9
0.70	12 0.50 12		
6	Work on defining shared goals.	6	1.39 4
0.43	17 1.79 3		
7	Organize the 'soft side' of the project.	7	0.76 10 -1.87
39	-0.50 29		
8	Encourage the key individuals of the client and the c	8	-0.81 32
-1.96	40 1.59 4		
9	Specify or complement the contract terms.	9	-1.84 40
1.05	5 -0.79 32		
10	Create an opportunity for me to develop myself profess	10	-1.24 38
-0.53	30 -2.04 41		
11	Jointly further design how pricing, accountability, i	11	-1.41 39
0.19	22 -1.31 38		
12	Clarify the interests and goals of my own organization	12	-0.33 24
-0.43	26 0.77 9		
13	To define what success means for this project.	13	1.28 5
-0.40	25 1.79 2		
14	Organize the 'hard side' of the project	14	-0.55 30 0.91
10	-0.19 22		
15	Better understand the collaboration styles and person	15	0.91 8
-0.82	33 0.27 16		
16	Jointly further design how shared understanding, prob	16	1.21 6
0.92	8 0.54 11		
17	Create the opportunity for my team to learn from other	17	-0.14 22
-0.95	35 -1.01 35		
18	Jointly further design how change management, risk ma	18	-0.84 33
0.46	16 -0.78 31		
19	Discuss and align the business processes of the part	19	-0.56 31 0.16
23	-0.90 33		
20	Understand the project context better.	20	0.44 15
1.22	4 1.29 6		
21	Jointly discuss and further specify the project goals	21	1.21 7
0.95	7 1.91 1		
22	Help me reflect on my own interests and goals for the	22	-0.06 20
-1.06	36 -1.38 39		
23	Jointly further design conflict management and escalat	23	-0.10 21
1.71	1 -0.48 27		

24	Help me voice what my team expects from the other orga	24	0.69	12
0.69	13	0.48	13	
25	Develop binding agreements to specify the project plan	25	0.21	17
1.58	2	-0.15	20	
26	Contribute to building trust and respect between the o	26	1.90	2
-0.44	27	1.48	5	
27	Talk about concrete anticipated risks or bottlenecks.	27	0.11	19
1.48	3	0.19	18	
28	Jointly discuss and further develop collaboration pri	28	1.55	3
-0.39	24	1.09	8	
29	Help me understand the interests and goals of members	29	-0.96	34
-0.88	34	-0.49	28	
30	Define the approach to managing the users/ residents/	30	-0.47	26
0.21	21	-1.31	37	
31	Clarify what the partner organization expects from my	31	0.71	11
0.73	11	0.25	17	
32	Create the opportunity for informal and fun moments th	32	0.67	13
-1.64	37	0.74	10	
33	Set the grounds for a culture of collaboration and a g	33	2.11	1
-0.47	28	1.23	7	
34	Discuss the schedule, timelines and key milestones for	34	0.11	18
0.96	6	0.41	15	
35	Jointly define and further develop key performance in	35	-0.35	25
0.39	18	-0.18	21	
36	Create the opportunity for me to voice what I expect f	36	-0.49	28
-1.68	38	-0.90	34	
37	Jointly further design how information and data will	37	-1.11	36
0.91	10	-1.12	36	
38	Create and opportunity for the members of my own team	38	-1.00	35
-0.52	29	0.16	19	
39	Talk about technical details and the relevant specific	39	-2.04	41
-0.66	32	-1.45	40	
40	Jointly define and further develop key performance in	40	-0.49	29
0.29	19	-0.33	24	
41	Enable exchanging knowledge about learned lessons and	41	0.22	16
0.23	20	-0.32	23	

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Correlations Between Factor Scores

	1	2	3
1	1.0000	0.0248	0.6964

2 0.0248 1.0000 0.0800

3 0.6964 0.0800 1.0000



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Factor Scores -- For Factor 1

No.	Statement	No.	Z-SCORES
33	Set the grounds for a culture of collaboration and a good wo	33	2.112
26	Contribute to building trust and respect between the organiz	26	1.904
28	Jointly discuss and further develop collaboration principle	28	1.552
6	Work on defining shared goals.	6	1.390
13	To define what success means for this project.	13	1.282
16	Jointly further design how shared understanding, problem-so	16	1.210
21	Jointly discuss and further specify the project goals and v	21	1.207
15	Better understand the collaboration styles and personality	15	0.912
5	Help me gain a better understanding of the interests of the	5	0.780
7	Organize the 'soft side' of the project.	7	0.757
31	Clarify what the partner organization expects from my team.	31	0.707
24	Help me voice what my team expects from the other organizati	24	0.689
32	Create the opportunity for informal and fun moments that con	32	0.674
3	Help me understand what the partner organization expects fro	3	0.488
20	Understand the project context better.	20	0.443
41	Enable exchanging knowledge about learned lessons and experi	41	0.220
25	Develop binding agreements to specify the project plan furth	25	0.206
34	Discuss the schedule, timelines and key milestones for the p	34	0.115
27	Talk about concrete anticipated risks or bottlenecks.	27	0.109
22	Help me reflect on my own interests and goals for the projec	22	-0.060
23	Jointly further design conflict management and escalation me	23	-0.097
17	Create the opportunity for my team to learn from other proje	17	-0.137
1	Reflect on the personal interests and goals of the key ind	1	-0.243
12	Clarify the interests and goals of my own organization.	12	-0.329
35	Jointly define and further develop key performance indicato	35	-0.353
30	Define the approach to managing the users/ residents/ third	30	-0.470
4	Design the joint organization further (such as meetings or	4	-0.476
36	Create the opportunity for me to voice what I expect from my	36	-0.485
40	Jointly define and further develop key performance indicato	40	-0.489
14	Organize the 'hard side' of the project	14	-0.555
19	Discuss and align the business processes of the partner or	19	-0.563
8	Encourage the key individuals of the client and the contrac	8	-0.814
18	Jointly further design how change management, risk manageme	18	-0.845
29	Help me understand the interests and goals of members of my	29	-0.960
38	Create and opportunity for the members of my own team to get	38	-0.998

37	Jointly further design how information and data will be man	37	-1.106
2	Jointly review the contract to clarify its purpose and a	2	-1.234
10	Create an opportunity for me to develop myself professionall	10	-1.245
11	Jointly further design how pricing, accountability, invoici	11	-1.410
9	Specify or complement the contract terms.	9	-1.843
39	Talk about technical details and the relevant specifications	39	-2.043



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Factor Scores -- For Factor 2

No.	Statement	No.	Z-SCORES
23	Jointly further design conflict management and escalation me	23	1.709
25	Develop binding agreements to specify the project plan furth	25	1.581
27	Talk about concrete anticipated risks or bottlenecks.	27	1.479
20	Understand the project context better.	20	1.224
9	Specify or complement the contract terms.	9	1.050
34	Discuss the schedule, timelines and key milestones for the p	34	0.958
21	Jointly discuss and further specify the project goals and v	21	0.948
16	Jointly further design how shared understanding, problem-so	16	0.923
14	Organize the 'hard side' of the project	14	0.913
37	Jointly further design how information and data will be man	37	0.913
31	Clarify what the partner organization expects from my team.	31	0.727
5	Help me gain a better understanding of the interests of the	5	0.703
24	Help me voice what my team expects from the other organizati	24	0.693
2	Jointly review the contract to clarify its purpose and a	2	0.624
3	Help me understand what the partner organization expects fro	3	0.496
18	Jointly further design how change management, risk manageme	18	0.462
6	Work on defining shared goals.	6	0.429
35	Jointly define and further develop key performance indicato	35	0.394
40	Jointly define and further develop key performance indicato	40	0.289
41	Enable exchanging knowledge about learned lessons and experi	41	0.230
30	Define the approach to managing the users/ residents/ third	30	0.206
11	Jointly further design how pricing, accountability, invoici	11	0.186
19	Discuss and align the business processes of the partner or	19	0.162
28	Jointly discuss and further develop collaboration principle	28	-0.393
13	To define what success means for this project.	13	-0.402
12	Clarify the interests and goals of my own organization.	12	-0.428
26	Contribute to building trust and respect between the organiz	26	-0.437
33	Set the grounds for a culture of collaboration and a good wo	33	-0.471
38	Create and opportunity for the members of my own team to get	38	-0.521
10	Create an opportunity for me to develop myself professionall	10	-0.532
4	Design the joint organization further (such as meetings or	4	-0.624
39	Talk about technical details and the relevant specifications	39	-0.659

15	Better understand the collaboration styles and personality	15	-0.820
29	Help me understand the interests and goals of members of my	29	-0.879
17	Create the opportunity for my team to learn from other proje	17	-0.948
22	Help me reflect on my own interests and goals for the projec	22	-1.061
32	Create the opportunity for informal and fun moments that con	32	-1.641
36	Create the opportunity for me to voice what I expect from my	36	-1.675
7	Organize the 'soft side' of the project.	7	-1.872
8	Encourage the key individuals of the client and the contrac	8	-1.965
1	Reflect on the personal interests and goals of the key ind	1	-1.975

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Factor Scores -- For Factor 3

No.	Statement	No.	Z-SCORES
21	Jointly discuss and further specify the project goals and v	21	1.912
13	To define what success means for this project.	13	1.795
6	Work on defining shared goals.	6	1.793
8	Encourage the key individuals of the client and the contrac	8	1.592
26	Contribute to building trust and respect between the organiz	26	1.480
20	Understand the project context better.	20	1.294
33	Set the grounds for a culture of collaboration and a good wo	33	1.230
28	Jointly discuss and further develop collaboration principle	28	1.089
12	Clarify the interests and goals of my own organization.	12	0.772
32	Create the opportunity for informal and fun moments that con	32	0.743
16	Jointly further design how shared understanding, problem-so	16	0.543
5	Help me gain a better understanding of the interests of the	5	0.504
24	Help me voice what my team expects from the other organizati	24	0.479
2	Jointly review the contract to clarify its purpose and a	2	0.428
34	Discuss the schedule, timelines and key milestones for the p	34	0.414
15	Better understand the collaboration styles and personality	15	0.271
31	Clarify what the partner organization expects from my team.	31	0.255
27	Talk about concrete anticipated risks or bottlenecks.	27	0.189
38	Create and opportunity for the members of my own team to get	38	0.157
25	Develop binding agreements to specify the project plan furth	25	-0.150
35	Jointly define and further develop key performance indicato	35	-0.176
14	Organize the 'hard side' of the project	14	-0.189
41	Enable exchanging knowledge about learned lessons and experi	41	-0.315
40	Jointly define and further develop key performance indicato	40	-0.331
4	Design the joint organization further (such as meetings or	4	-0.366
3	Help me understand what the partner organization expects fro	3	-0.420
23	Jointly further design conflict management and escalation me	23	-0.485
29	Help me understand the interests and goals of members of my	29	-0.486
7	Organize the 'soft side' of the project.	7	-0.502

1	Reflect on the personal interests and goals of the key ind	1	-0.538
18	Jointly further design how change management, risk manageme	18	-0.778
9	Specify or complement the contract terms.	9	-0.789
19	Discuss and align the business processes of the partner or	19	-0.899
36	Create the opportunity for me to voice what I expect from my	36	-0.903
17	Create the opportunity for my team to learn from other proje	17	-1.014
37	Jointly further design how information and data will be man	37	-1.119
30	Define the approach to managing the users/ residents/ third	30	-1.307
11	Jointly further design how pricing, accountability, invoici	11	-1.308
22	Help me reflect on my own interests and goals for the projec	22	-1.377
39	Talk about technical details and the relevant specifications	39	-1.448
10	Create an opportunity for me to develop myself professionall	10	-2.040



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Descending Array of Differences Between Factors 1 and 2

No.	Statement	No.	Type	1
Type	2 Difference			
7	Organize the 'soft side' of the project.	7	0.757	
-1.872	2.629			
33	Set the grounds for a culture of collaboration and a good wo	33	2.112	
-0.471	2.582			
26	Contribute to building trust and respect between the organiz	26	1.904	
-0.437	2.340			
32	Create the opportunity for informal and fun moments that con	32	0.674	
-1.641	2.316			
28	Jointly discuss and further develop collaboration principle	28	1.552	
-0.393	1.944			
15	Better understand the collaboration styles and personality	15	0.912	
-0.820	1.732			
1	Reflect on the personal interests and goals of the key ind	1	-0.243	
-1.975	1.732			
13	To define what success means for this project.	13	1.282	
-0.402	1.684			
36	Create the opportunity for me to voice what I expect from my	36	-0.485	
-1.675	1.190			
8	Encourage the key individuals of the client and the contrac	8	-0.814	
-1.965	1.151			
22	Help me reflect on my own interests and goals for the projec	22	-0.060	
-1.061	1.001			
6	Work on defining shared goals.	6	1.390	
0.429	0.961			
17	Create the opportunity for my team to learn from other proje	17	-0.137	
-0.948	0.812			

16	Jointly further design how shared understanding, problem-so	16	1.210
0.923	0.287		
21	Jointly discuss and further specify the project goals and v	21	1.207
0.948	0.258		
4	Design the joint organization further (such as meetings or	4	-0.476
-0.624	0.148		
12	Clarify the interests and goals of my own organization.	12	-0.329
-0.428	0.099		
5	Help me gain a better understanding of the interests of the	5	0.780
0.703	0.077		
24	Help me voice what my team expects from the other organizati	24	0.689
0.693	-0.004		
3	Help me understand what the partner organization expects fro	3	0.488
0.496	-0.008		
41	Enable exchanging knowledge about learned lessons and experi	41	0.220
0.230	-0.011		
31	Clarify what the partner organization expects from my team.	31	0.707
0.727	-0.020		
29	Help me understand the interests and goals of members of my	29	-0.960
-0.879	-0.081		
38	Create and opportunity for the members of my own team to get	38	-0.998
-0.521	-0.477		
30	Define the approach to managing the users/ residents/ third	30	-0.470
0.206	-0.677		
10	Create an opportunity for me to develop myself professionall	10	-1.245
-0.532	-0.713		
19	Discuss and align the business processes of the partner or	19	-0.563
0.162	-0.726		
35	Jointly define and further develop key performance indicato	35	-0.353
0.394	-0.746		
40	Jointly define and further develop key performance indicato	40	-0.489
0.289	-0.779		
20	Understand the project context better.	20	0.443
1.224	-0.781		
34	Discuss the schedule, timelines and key milestones for the p	34	0.115
0.958	-0.844		
18	Jointly further design how change management, risk manageme	18	-0.845
0.462	-1.307		
27	Talk about concrete anticipated risks or bottlenecks.	27	0.109
1.479	-1.370		
25	Develop binding agreements to specify the project plan furth	25	0.206
1.581	-1.376		
39	Talk about technical details and the relevant specifications	39	-2.043
-0.659	-1.384		
14	Organize the 'hard side' of the project	14	-0.555
0.913	-1.468		
11	Jointly further design how pricing, accountability, invoici	11	-1.410
0.186	-1.596		
23	Jointly further design conflict management and escalation me	23	-0.097
1.709	-1.807		

2	Jointly review the contract to clarify its purpose and a	2	-1.234
0.624	-1.858		
37	Jointly further design how information and data will be man	37	-1.106
0.913	-2.019		
9	Specify or complement the contract terms.	9	-1.843
1.050	-2.894		

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Descending Array of Differences Between Factors 1 and 3

No.	Statement	No.	Type	1
Type	3 Difference			
22	Help me reflect on my own interests and goals for the projec	22	-0.060	
-1.377	1.317			
7	Organize the 'soft side' of the project.	7	0.757	
-0.502	1.259			
3	Help me understand what the partner organization expects fro	3	0.488	
-0.420	0.908			
33	Set the grounds for a culture of collaboration and a good wo	33	2.112	
1.230	0.882			
17	Create the opportunity for my team to learn from other proje	17	-0.137	
-1.014	0.877			
30	Define the approach to managing the users/ residents/ third	30	-0.470	
-1.307	0.836			
10	Create an opportunity for me to develop myself professionall	10	-1.245	
-2.040	0.795			
16	Jointly further design how shared understanding, problem-so	16	1.210	
0.543	0.668			
15	Better understand the collaboration styles and personality	15	0.912	
0.271	0.641			
41	Enable exchanging knowledge about learned lessons and experi	41	0.220	
-0.315	0.535			
28	Jointly discuss and further develop collaboration principle	28	1.552	
1.089	0.462			
31	Clarify what the partner organization expects from my team.	31	0.707	
0.255	0.452			
26	Contribute to building trust and respect between the organiz	26	1.904	
1.480	0.423			
36	Create the opportunity for me to voice what I expect from my	36	-0.485	
-0.903	0.418			
23	Jointly further design conflict management and escalation me	23	-0.097	
-0.485	0.388			
25	Develop binding agreements to specify the project plan furth	25	0.206	
-0.150	0.356			

19	Discuss and align the business processes of the partner or	19	-0.563
-0.899	0.336		
1	Reflect on the personal interests and goals of the key ind	1	-0.243
-0.538	0.295		
5	Help me gain a better understanding of the interests of the	5	0.780
0.504	0.275		
24	Help me voice what my team expects from the other organizati	24	0.689
0.479	0.210		
37	Jointly further design how information and data will be man	37	-1.106
-1.119	0.013		
18	Jointly further design how change management, risk manageme	18	-0.845
-0.778	-0.067		
32	Create the opportunity for informal and fun moments that con	32	0.674
0.743	-0.069		
27	Talk about concrete anticipated risks or bottlenecks.	27	0.109
0.189	-0.080		
11	Jointly further design how pricing, accountability, invoici	11	-1.410
-1.308	-0.102		
4	Design the joint organization further (such as meetings or	4	-0.476
-0.366	-0.110		
40	Jointly define and further develop key performance indicato	40	-0.489
-0.331	-0.158		
35	Jointly define and further develop key performance indicato	35	-0.353
-0.176	-0.177		
34	Discuss the schedule, timelines and key milestones for the p	34	0.115
0.414	-0.299		
14	Organize the 'hard side' of the project	14	-0.555
-0.189	-0.366		
6	Work on defining shared goals.	6	1.390
1.793	-0.403		
29	Help me understand the interests and goals of members of my	29	-0.960
-0.486	-0.474		
13	To define what success means for this project.	13	1.282
1.795	-0.512		
39	Talk about technical details and the relevant specifications	39	-2.043
-1.448	-0.595		
21	Jointly discuss and further specify the project goals and v	21	1.207
1.912	-0.705		
20	Understand the project context better.	20	0.443
1.294	-0.851		
9	Specify or complement the contract terms.	9	-1.843
-0.789	-1.054		
12	Clarify the interests and goals of my own organization.	12	-0.329
0.772	-1.101		
38	Create and opportunity for the members of my own team to get	38	-0.998
0.157	-1.155		
2	Jointly review the contract to clarify its purpose and a	2	-1.234
0.428	-1.662		
8	Encourage the key individuals of the client and the contrac	8	-0.814
1.592	-2.406		



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Descending Array of Differences Between Factors 2 and 3

No.	Statement	No.	Type	2
Type	3 Difference			
23	Jointly further design conflict management and escalation me -0.485 2.194	23	1.709	
37	Jointly further design how information and data will be man -1.119 2.033	37	0.913	
9	Specify or complement the contract terms. -0.789 1.840	9	1.050	
25	Develop binding agreements to specify the project plan furth -0.150 1.732	25	1.581	
30	Define the approach to managing the users/ residents/ third -1.307 1.513	30	0.206	
10	Create an opportunity for me to develop myself professionall -2.040 1.508	10	-0.532	
11	Jointly further design how pricing, accountability, invoici -1.308 1.494	11	0.186	
27	Talk about concrete anticipated risks or bottlenecks. 0.189 1.290	27	1.479	
18	Jointly further design how change management, risk manageme -0.778 1.239	18	0.462	
14	Organize the 'hard side' of the project -0.189 1.103	14	0.913	
19	Discuss and align the business processes of the partner or -0.899 1.062	19	0.162	
3	Help me understand what the partner organization expects fro -0.420 0.916	3	0.496	
39	Talk about technical details and the relevant specifications -1.448 0.789	39	-0.659	
40	Jointly define and further develop key performance indicato -0.331 0.621	40	0.289	
35	Jointly define and further develop key performance indicato -0.176 0.569	35	0.394	
41	Enable exchanging knowledge about learned lessons and experi -0.315 0.546	41	0.230	
34	Discuss the schedule, timelines and key milestones for the p 0.414 0.545	34	0.958	
31	Clarify what the partner organization expects from my team. 0.255 0.472	31	0.727	
16	Jointly further design how shared understanding, problem-so 0.543 0.381	16	0.923	

22	Help me reflect on my own interests and goals for the projec	22	-1.061
	-1.377 0.316		
24	Help me voice what my team expects from the other organizati	24	0.693
	0.479 0.213		
5	Help me gain a better understanding of the interests of the	5	0.703
	0.504 0.199		
2	Jointly review the contract to clarify its purpose and a	2	0.624
0.428	0.196		
17	Create the opportunity for my team to learn from other proje	17	-0.948
	-1.014 0.066		
20	Understand the project context better.	20	1.224
	1.294 -0.071		
4	Design the joint organization further (such as meetings or	4	-0.624
-0.366	-0.258		
29	Help me understand the interests and goals of members of my	29	-0.879
	-0.486 -0.394		
38	Create and opportunity for the members of my own team to get	38	-0.521
	0.157 -0.678		
36	Create the opportunity for me to voice what I expect from my	36	-1.675
	-0.903 -0.772		
21	Jointly discuss and further specify the project goals and v	21	0.948
	1.912 -0.964		
15	Better understand the collaboration styles and personality	15	-0.820
	0.271 -1.091		
12	Clarify the interests and goals of my own organization.	12	-0.428
	0.772 -1.199		
6	Work on defining shared goals.	6	0.429
	1.793 -1.364		
7	Organize the 'soft side' of the project.	7	-1.872
-0.502	-1.370		
1	Reflect on the personal interests and goals of the key ind	1	-1.975
-0.538	-1.437		
28	Jointly discuss and further develop collaboration principle	28	-0.393
	1.089 -1.482		
33	Set the grounds for a culture of collaboration and a good wo	33	-0.471
	1.230 -1.701		
26	Contribute to building trust and respect between the organiz	26	-0.437
	1.480 -1.917		
13	To define what success means for this project.	13	-0.402
	1.795 -2.196		
32	Create the opportunity for informal and fun moments that con	32	-1.641
	0.743 -2.385		
8	Encourage the key individuals of the client and the contrac	8	-1.965
	1.592 -3.557		



Exact Factor Scores (la SPSS) in Z-Score and T-Score units

Factors

No.	Statement	No.	1
2	3		
1	Reflect on the personal interests and goals of the k	1	0.19 52 -1.75
33	-0.49 45		
2	Jointly review the contract to clarify its purpose	2	-1.69 33 1.05
60	1.23 62		
3	Help me understand what the partner organization expec	3	0.84 58
0.32	53 -0.70 43		
4	Design the joint organization further (such as meeti	4	-0.45 46 -0.73
43	-0.04 50		
5	Help me gain a better understanding of the interests	5	0.78 58
0.45	55 0.35 53		
6	Work on defining shared goals.	6	0.88 59
-0.18	48 1.79 68		
7	Organize the 'soft side' of the project.	7	1.17 62 -1.66
33	-0.65 44		
8	Encourage the key individuals of the client and the c	8	-1.84 32
-2.06	29 2.58 76		
9	Specify or complement the contract terms.	9	-2.02 30
0.96	60 -0.16 48		
10	Create an opportunity for me to develop myself profess	10	-0.38 46
-0.79	42 -2.10 29		
11	Jointly further design how pricing, accountability, i	11	-0.79 42
0.39	54 -1.25 38		
12	Clarify the interests and goals of my own organization	12	-0.69 43
-0.63	44 1.16 62		
13	To define what success means for this project.	13	0.76 58
-0.34	47 1.90 69		
14	Organize the 'hard side' of the project	14	-0.70 43 1.13
61	-0.32 47		
15	Better understand the collaboration styles and person	15	1.10 61
-0.60	44 -0.14 49		
16	Jointly further design how shared understanding, prob	16	1.16 62
1.07	61 -0.11 49		
17	Create the opportunity for my team to learn from other	17	0.31 53
-1.31	37 -1.14 39		
18	Jointly further design how change management, risk ma	18	-0.77 42
0.62	56 -0.53 45		
19	Discuss and align the business processes of the part	19	-0.18 48 -0.06
49	-0.96 40		
20	Understand the project context better.	20	-0.20 48
1.33	63 1.29 63		
21	Jointly discuss and further specify the project goals	21	0.59 56
0.96	60 1.60 66		
22	Help me reflect on my own interests and goals for the	22	0.58 56

-0.85	41	-1.56	34			
23	Jointly further design conflict management and escalat	23		0.27	53	
1.46	65	-0.65	44			
24	Help me voice what my team expects from the other orga	24		0.63	56	
0.62	56	0.28	53			
25	Develop binding agreements to specify the project plan	25		0.11	51	
1.82	68	-0.48	45			
26	Contribute to building trust and respect between the o	26		1.64	66	
0.10	51	0.71	57			
27	Talk about concrete anticipated risks or bottlenecks.	27		0.05	51	
1.39	64	-0.01	50			
28	Jointly discuss and further develop collaboration pri	28		1.35	64	
-0.50	45	0.51	55			
29	Help me understand the interests and goals of members	29		-1.07	39	
-1.14	39	-0.01	50			
30	Define the approach to managing the users/ residents/	30		-0.30	47	
-0.20	48	-0.87	41			
31	Clarify what the partner organization expects from my	31		1.02	60	
0.51	55	-0.21	48			
32	Create the opportunity for informal and fun moments th	32		0.42	54	
-1.47	35	0.61	56			
33	Set the grounds for a culture of collaboration and a g	33		2.27	73	
-0.33	47	0.49	55			
34	Discuss the schedule, timelines and key milestones for	34		-0.38	46	
1.04	60	0.41	54			
35	Jointly define and further develop key performance in	35		-0.33	47	
0.10	51	0.34	53			
36	Create the opportunity for me to voice what I expect f	36		-0.36	46	
-1.35	36	-0.98	40			
37	Jointly further design how information and data will	37		-0.56	44	
1.24	62	-1.06	39			
38	Create and opportunity for the members of my own team	38		-1.61	34	
-0.60	44	0.85	59			
39	Talk about technical details and the relevant specific	39		-1.82	32	
-0.71	43	-0.78	42			
40	Jointly define and further develop key performance in	40		-0.48	45	
0.43	54	-0.23	48			
41	Enable exchanging knowledge about learned lessons and	41		0.49	55	
0.25	52	-0.68	43			



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Factor Q-Sort Values for Each Statement

Factor

Arrays

No.	Statement	No.	1	
2	3			
1	Reflect on the personal interests and goals of the key ind	1	0	-4
-1				
2	Jointly review the contract to clarify its purpose and a	2	-3	1
1				
3	Help me understand what the partner organization expects fro	3	1	
-1				
4	Design the joint organization further (such as meetings or	4	-1	-2
-1				
5	Help me gain a better understanding of the interests of the	5	2	
1	1			
6	Work on defining shared goals.	6	3	
1	3			
7	Organize the 'soft side' of the project.	7	2	-3
-1				
8	Encourage the key individuals of the client and the contrac	8	-2	
-4	3			
9	Specify or complement the contract terms.	9	-4	
3	-2			
10	Create an opportunity for me to develop myself professionall	10	-3	
-1	-4			
11	Jointly further design how pricing, accountability, invoici	11	-3	
0	-3			
12	Clarify the interests and goals of my own organization.	12	0	
-1	2			
13	To define what success means for this project.	13	3	
-1	4			
14	Organize the 'hard side' of the project	14	-1	2
0				
15	Better understand the collaboration styles and personality	15	2	
-2	1			
16	Jointly further design how shared understanding, problem-so	16	3	
2	2			
17	Create the opportunity for my team to learn from other proje	17	0	
-2	-2			
18	Jointly further design how change management, risk manageme	18	-2	
1	-2			
19	Discuss and align the business processes of the partner or	19	-2	0
-2				
20	Understand the project context better.	20	1	
3	3			
21	Jointly discuss and further specify the project goals and v	21	2	
2	4			
22	Help me reflect on my own interests and goals for the projec	22	0	
-3	-3			
23	Jointly further design conflict management and escalation me	23	0	
4	-1			
24	Help me voice what my team expects from the other organizati	24	1	

1	1				
25	Develop binding agreements to specify the project plan furth	25		1	
4	0				
26	Contribute to building trust and respect between the organiz	26		4	
-1	3				
27	Talk about concrete anticipated risks or bottlenecks.	27		0	
3	0				
28	Jointly discuss and further develop collaboration principle	28		3	
0	2				
29	Help me understand the interests and goals of members of my	29		-2	
-2	-1				
30	Define the approach to managing the users/ residents/ third	30		-1	
0	-3				
31	Clarify what the partner organization expects from my team.	31		2	
2	1				
32	Create the opportunity for informal and fun moments that con	32		1	
-3	2				
33	Set the grounds for a culture of collaboration and a good wo	33		4	
-1	2				
34	Discuss the schedule, timelines and key milestones for the p	34		0	
3	1				
35	Jointly define and further develop key performance indicato	35		-1	
0	0				
36	Create the opportunity for me to voice what I expect from my	36		-1	
-3	-2				
37	Jointly further design how information and data will be man	37		-3	
2	-3				
38	Create and opportunity for the members of my own team to get	38		-2	
-1	0				
39	Talk about technical details and the relevant specifications	39		-4	
-2	-4				
40	Jointly define and further develop key performance indicato	40		-1	
0	0				
41	Enable exchanging knowledge about learned lessons and experi	41		1	
0	0				

Variance = 4.585 St. Dev. = 2.141



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Factor Q-Sort Values for Statements sorted by Consensus vs. Disagreement (Variance across Factor Z-Scores)

Factor

Arrays

No.	Statement	No.	1	
2	3			
24	Help me voice what my team expects from the other organization	24	1	
1	1			
4	Design the joint organization further (such as meetings or	4	-1	-2
-1				
5	Help me gain a better understanding of the interests of the	5	2	
1	1			
29	Help me understand the interests and goals of members of my	29	-2	
-2	-1			
31	Clarify what the partner organization expects from my team.	31	2	
2	1			
41	Enable exchanging knowledge about learned lessons and experi	41	1	
0	0			
16	Jointly further design how shared understanding, problem-so	16	3	
2	2			
35	Jointly define and further develop key performance indicato	35	-1	
0	0			
40	Jointly define and further develop key performance indicato	40	-1	
0	0			
34	Discuss the schedule, timelines and key milestones for the p	34	0	
3	1			
20	Understand the project context better.	20	1	
3	3			
17	Create the opportunity for my team to learn from other proje	17	0	
-2	-2			
21	Jointly discuss and further specify the project goals and v	21	2	
2	4			
3	Help me understand what the partner organization expects fro	3	1	
1	-1			
19	Discuss and align the business processes of the partner or	19	-2	0
-2				
38	Create and opportunity for the members of my own team to get	38	-2	
-1	0			
36	Create the opportunity for me to voice what I expect from my	36	-1	
-3	-2			
12	Clarify the interests and goals of my own organization.	12	0	
-1	2			
22	Help me reflect on my own interests and goals for the projec	22	0	
-3	-3			
39	Talk about technical details and the relevant specifications	39	-4	
-2	-4			
6	Work on defining shared goals.	6	3	
1	3			
18	Jointly further design how change management, risk manageme	18	-2	
1	-2			
10	Create an opportunity for me to develop myself professionall	10	-3	
-1	-4			
30	Define the approach to managing the users/ residents/ third	30	-1	

0	-3			
14	Organize the 'hard side' of the project	14	-1	2
0				
27	Talk about concrete anticipated risks or bottlenecks.	27	0	
3	0			
15	Better understand the collaboration styles and personality	15	2	
-2	1			
11	Jointly further design how pricing, accountability, invoicing	11	-3	
0	-3			
25	Develop binding agreements to specify the project plan further	25	1	
4	0			
1	Reflect on the personal interests and goals of the key individuals	1	0	-4
-1				
28	Jointly discuss and further develop collaboration principles	28	3	
0	2			
2	Jointly review the contract to clarify its purpose and a	2	-3	1
1				
13	To define what success means for this project.	13	3	
-1	4			
37	Jointly further design how information and data will be managed	37	-3	
2	-3			
23	Jointly further design conflict management and escalation mechanisms	23	0	
4	-1			
26	Contribute to building trust and respect between the organizations	26	4	
-1	3			
33	Set the grounds for a culture of collaboration and a good working	33	4	
-1	2			
7	Organize the 'soft side' of the project.	7	2	-3
-1				
32	Create the opportunity for informal and fun moments that contribute	32	1	
-3	2			
9	Specify or complement the contract terms.	9	-4	
3	-2			
8	Encourage the key individuals of the client and the contractor	8	-2	
-4	3			

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Factor Characteristics

	Factors		
	1	2	3
No. of Defining Variables	9	3	8
Average Rel. Coef.	0.800	0.800	0.800

Composite Reliability	0.973	0.923	0.970
S.E. of Factor Z-Scores	0.164	0.277	0.174

Standard Errors for Differences in Factor Z-Scores

(Diagonal Entries Are S.E. Within Factors)

Factors	1	2	3
1	0.232	0.322	0.239
2	0.322	0.392	0.327
3	0.239	0.327	0.246

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Distinguishing Statements for Factor 1

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

				Factors	
				1	
2	3				
No.	Statement	No.	Q-SV	Z-SCR	
Q-SV	Z-SCR	Q-SV	Z-SCR		
33	Set the grounds for a culture of collaboration and a good wo	33	4	2.11*	
-1	-0.47	2	1.23		
13	To define what success means for this project.	13	3	1.28	
-1	-0.40	4	1.79		
15	Better understand the collaboration styles and personality	15	2	0.91*	
-2	-0.82	1	0.27		
7	Organize the 'soft side' of the project.	7	2	0.76*	-3
-1.87	-1 -0.50				
20	Understand the project context better.	20	1	0.44	
3	1.22	3	1.29		
22	Help me reflect on my own interests and goals for the projec	22	0	-0.06*	
-3	-1.06	-3	-1.38		

17	Create the opportunity for my team to learn from other proje	17	0	-0.14	
-2	-0.95	-2	-1.01		
30	Define the approach to managing the users/ residents/ third	30	-1	-0.47	
0	0.21	-3	-1.31		
8	Encourage the key individuals of the client and the contrac	8	-2	-0.81*	
-4	-1.96	3	1.59		
2	Jointly review the contract to clarify its purpose and a	2	-3	-1.23*	1
0.62	1	0.43			
10	Create an opportunity for me to develop myself professionall	10	-3	-1.24	
-1	-0.53	-4	-2.04		
9	Specify or complement the contract terms.	9	-4	-1.84*	
3	1.05	-2	-0.79		
39	Talk about technical details and the relevant specifications	39	-4	-2.04	
-2	-0.66	-4	-1.45		



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Distinguishing Statements for Factor 2

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

				Factors	
				1	
				2	
				3	
No.	Statement	No.	Q-SV	Z-SCR	
Q-SV	Z-SCR	Q-SV	Z-SCR		
23	Jointly further design conflict management and escalation me	23	0	-0.10	
4	1.71*	-1	-0.48		
25	Develop binding agreements to specify the project plan furth	25	1	0.21	
4	1.58*	0	-0.15		
27	Talk about concrete anticipated risks or bottlenecks.	27	0	0.11	
3	1.48*	0	0.19		
9	Specify or complement the contract terms.	9	-4	-1.84	
3	1.05*	-2	-0.79		
14	Organize the 'hard side' of the project	14	-1	-0.55	2
0.91*	0	-0.19			
37	Jointly further design how information and data will be man	37	-3	-1.11	
2	0.91*	-3	-1.12		
18	Jointly further design how change management, risk manageme	18	-2	-0.84	
1	0.46*	-2	-0.78		
6	Work on defining shared goals.	6	3	1.39	
1	0.43*	3	1.79		

30	Define the approach to managing the users/ residents/ third	30	-1	-0.47
0	0.21	-3	-1.31	
11	Jointly further design how pricing, accountability, invoicing	11	-3	-1.41
0	0.19*	-3	-1.31	
19	Discuss and align the business processes of the partner or	19	-2	-0.56
0	0.16	-2	-0.90	
28	Jointly discuss and further develop collaboration principle	28	3	1.55
0	-0.39*	2	1.09	
13	To define what success means for this project.	13	3	1.28
-1	-0.40*	4	1.79	
26	Contribute to building trust and respect between the organization	26	4	1.90
-1	-0.44*	3	1.48	
33	Set the grounds for a culture of collaboration and a good work	33	4	2.11
-1	-0.47*	2	1.23	
10	Create an opportunity for me to develop myself professionally	10	-3	-1.24
-1	-0.53	-4	-2.04	
39	Talk about technical details and the relevant specifications	39	-4	-2.04
-2	-0.66	-4	-1.45	
15	Better understand the collaboration styles and personality	15	2	0.91
-2	-0.82*	1	0.27	
32	Create the opportunity for informal and fun moments that contribute	32	1	0.67
-3	-1.64*	2	0.74	
36	Create the opportunity for me to voice what I expect from my	36	-1	-0.49
-3	-1.68	-2	-0.90	
7	Organize the 'soft side' of the project.	7	2	0.76
-1.87*	-1	-0.50	-3	
8	Encourage the key individuals of the client and the contractor	8	-2	-0.81
-4	-1.96*	3	1.59	
1	Reflect on the personal interests and goals of the key individuals	1	0	-0.24
-4	-1.97*	-1	-0.54	

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Distinguishing Statements for Factor 3

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

				Factors	
				1	
				2	3
No.	Statement				
Q-SV	Z-SCR	Q-SV	Z-SCR	No.	Q-SV Z-SCR

21	Jointly discuss and further specify the project goals and v	21	2	1.21
2	0.95	4	1.91*	
13	To define what success means for this project.	13	3	1.28
-1	-0.40	4	1.79	
8	Encourage the key individuals of the client and the contrac	8	-2	-0.81
-4	-1.96	3	1.59*	
33	Set the grounds for a culture of collaboration and a good wo	33	4	2.11
-1	-0.47	2	1.23*	
12	Clarify the interests and goals of my own organization.	12	0	-0.33
-1	-0.43	2	0.77*	
15	Better understand the collaboration styles and personality	15	2	0.91
-2	-0.82	1	0.27*	
38	Create and opportunity for the members of my own team to get	38	-2	-1.00
-1	-0.52	0	0.16	
3	Help me understand what the partner organization expects fro	3	1	0.49
1	0.50	-1	-0.42*	
7	Organize the 'soft side' of the project.	7	2	0.76
-1.87	-1	-0.50*	-3	
9	Specify or complement the contract terms.	9	-4	-1.84
3	1.05	-2	-0.79*	
30	Define the approach to managing the users/ residents/ third	30	-1	-0.47
0	0.21	-3	-1.31*	
39	Talk about technical details and the relevant specifications	39	-4	-2.04
-2	-0.66	-4	-1.45	
10	Create an opportunity for me to develop myself professionall	10	-3	-1.24
-1	-0.53	-4	-2.04*	

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Consensus Statements -- Those That Do Not Distinguish Between ANY Pair of Factors.

All Listed Statements are Non-Significant at $P > .01$, and Those Flagged With an * are also Non-Significant at $P > .05$.

Factors

1

2	3		
No.	Statement	No.	Q-SV Z-SCR
Q-SV Z-SCR	Q-SV Z-SCR		

4*	Design the joint organization further (such as meetings or	4	-1	-0.48
----	--	---	----	-------

-2	-0.62	-1	-0.37			
5*	Help me gain a better understanding of the interests of the			5	2	0.78
1	0.70	1	0.50			
24*	Help me voice what my team expects from the other organizati			24	1	0.69
1	0.69	1	0.48			
29	Help me understand the interests and goals of members of my			29	-2	-0.96
-2	-0.88	-1	-0.49			
31*	Clarify what the partner organization expects from my team.			31	2	0.71
2	0.73	1	0.25			
35	Jointly define and further develop key performance indicato			35	-1	-0.35
0	0.39	0	-0.18			
40	Jointly define and further develop key performance indicato			40	-1	-0.49
0	0.29	0	-0.33			
41	Enable exchanging knowledge about learned lessons and experi			41	1	0.22
0	0.23	0	-0.32			

QANALYZE was completet at 19:34:31

Appendix 12-3: FINAL Case 1, 3 factor solution

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Case1

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Correlation Matrix Between Sorts

SORTS	1	2	3	4	5	6	7	8	9
1 N1	100	29	38	57	36	27	41	45	26
2 N2	29	100	-4	21	35	17	19	25	24
3 N3	38	-4	100	46	-15	44	76	59	57
4 N4	57	21	46	100	-2	45	38	24	32
5 N5	36	35	-15	-2	100	-5	5	4	8
6 N6	27	17	44	45	-5	100	51	32	65
7 N7	41	19	76	38	5	51	100	48	54
8 N8	45	25	59	24	4	32	48	100	45
9 N9	26	24	57	32	8	65	54	45	100

Unrotated Factor Matrix

Factors		1	2	3	4	5	6	7
8								
SORTS								
1 N1		0.6528	0.4370	0.4929	-0.0639	-0.0690	-0.1593	
-0.1242	0.2974							
2 N2		0.3405	0.6675	-0.3167	0.1631	0.5042	0.2227	
0.0196	0.0300							
3 N3		0.8033	-0.3878	0.1153	-0.2635	-0.0586	0.1615	
0.1595	-0.0685							
4 N4		0.6526	0.0511	0.5099	0.4710	0.0877	0.0308	
0.1874	-0.1903							
5 N5		0.1093	0.8240	-0.1155	-0.1662	-0.4785	-0.0038	
0.0518	-0.1903							
6 N6		0.7060	-0.1810	-0.2822	0.4587	-0.1383	-0.1863	
-0.3316	-0.0882							
7 N7		0.8085	-0.1432	-0.0615	-0.1881	-0.1246	0.4559	
-0.1874	0.0355							
8 N8		0.6964	0.0030	-0.0482	-0.5021	0.3294	-0.3397	
-0.0611	-0.1592							
9 N9		0.7555	-0.1099	-0.4555	0.1145	-0.1529	-0.1611	
0.3263	0.1854							
Eigenvalues		3.8333	1.5338	0.9231	0.8606	0.6656	0.4860	
0.3343	0.2352							
% expl.Var.		43	17	10	10	7	5	
4	3							



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Case1

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Cumulative Communalities Matrix
Factors 1 Thru

		1	2	3	4	5	6	7
8								
SORTS								
1 N1		0.4261	0.6171	0.8600	0.8641	0.8689	0.8942	
0.9097	0.9981							
2 N2		0.1160	0.5615	0.6618	0.6884	0.9426	0.9922	
0.9926	0.9935							
3 N3		0.6453	0.7957	0.8090	0.8784	0.8818	0.9079	
0.9333	0.9380							
4 N4		0.4259	0.4285	0.6885	0.9104	0.9181	0.9190	
0.9541	0.9904							
5 N5		0.0120	0.6909	0.7043	0.7319	0.9609	0.9609	
0.9636	0.9998							
6 N6		0.4985	0.5313	0.6109	0.8213	0.8404	0.8752	
0.9851	0.9929							
7 N7		0.6537	0.6742	0.6780	0.7134	0.7289	0.9368	
0.9719	0.9732							
8 N8		0.4850	0.4850	0.4873	0.7395	0.8480	0.9634	
0.9672	0.9925							
9 N9		0.5708	0.5829	0.7903	0.8034	0.8268	0.8528	
0.9592	0.9936							
cum% expl.Var.		43	60	70	79	87	92	
96	99							

Factor Matrix with an X Indicating a Defining Sort

Loadings

QSORT	1	2	3
1 N1	0.1675	0.3495	0.8425X
2 N2	0.2264	0.7793X	0.0564
3 N3	0.7253X	-0.2718	0.4573
4 N4	0.2778	-0.0156	0.7817X
5 N5	-0.1081	0.8228X	0.1247
6 N6	0.7715X	0.0354	0.1200
7 N7	0.7388X	0.0148	0.3632
8 N8	0.5952X	0.1289	0.3412
9 N9	0.8731X	0.1660	0.0194
% expl.Var.	33	17	20

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Free Distribution Data Results

QSORT	MEAN	ST.DEV.
1 N1	0.000	2.168
2 N2	0.000	2.168
3 N3	0.000	2.168
4 N4	0.000	2.168
5 N5	0.000	2.168
6 N6	0.000	2.168
7 N7	0.000	2.168
8 N8	0.000	2.168
9 N9	0.000	2.168



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Case1

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Factor Scores with Corresponding Ranks

Factors

No.	Statement	No.	1
2	3		
1	Reflect on the personal interests and goals of the k	1	0.04 21 -1.75
40	-0.31 25		
2	Jointly review the contract to clarify its purpose	2	-1.01 34 0.56
14	0.94 11		
3	Help me understand what the partner organization expec	3	0.50 15
0.07	23 -0.09 24		
4	Design the joint organization further (such as meeti	4	-0.59 28 -0.56
31	0.52 12		
5	Help me gain a better understanding of the interests	5	0.79 11
1.01	7 -0.02 23		
6	Work on defining shared goals.	6	1.51 4
1.36	4 1.76 2		
7	Organize the 'soft side' of the project.	7	0.97 9 -1.68
39	-0.92 34		
8	Encourage the key individuals of the client and the c	8	-0.14 22
-1.61	37 1.65 3		
9	Specify or complement the contract terms.	9	-2.07 41
0.31	19 0.42 14		
10	Create an opportunity for me to develop myself profess	10	-0.83 31
-1.43	36 -1.65 41		

11	Jointly further design how pricing, accountability, i	11	-1.25	37
-0.14	26	-1.55	39	
12	Clarify the interests and goals of my own organization	12	-0.17	23
-0.56	31	0.40	16	
13	To define what success means for this project.	13	1.13	5
0.67	11	1.25	4	
14	Organize the 'hard side' of the project	14	-1.29	39
0.49				
16	0.00	22		
15	Better understand the collaboration styles and person	15	0.86	10
-0.56	31	-0.52	27	
16	Jointly further design how shared understanding, prob	16	1.08	6
0.63	13	0.09	20	
17	Create the opportunity for my team to learn from other	17	0.05	20
-1.05	33	-1.65	41	
18	Jointly further design how change management, risk ma	18	-1.27	38
0.31	19	-1.46	38	
19	Discuss and align the business processes of the part	19	-0.34	26
0.24				
20	-1.46	38		
20	Understand the project context better.	20	0.52	13
1.50	2	0.40	16	
21	Jointly discuss and further specify the project goals	21	1.01	7
1.05	6	2.07	1	
22	Help me reflect on my own interests and goals for the	22	0.05	20
-1.26	35	-0.92	34	
23	Jointly further design conflict management and escalat	23	-0.19	24
1.43	3	-0.73	31	
24	Help me voice what my team expects from the other orga	24	0.26	17
0.87	9	0.31	17	
25	Develop binding agreements to specify the project plan	25	-0.97	33
0.94	8	1.13	7	
26	Contribute to building trust and respect between the o	26	1.63	3
0.11	22	1.13	7	
27	Talk about concrete anticipated risks or bottlenecks.	27	0.47	16
1.68	1	0.42	14	
28	Jointly discuss and further develop collaboration pri	28	1.65	2
-0.00	24	0.94	11	
29	Help me understand the interests and goals of members	29	-0.65	30
-0.73	32	-0.64	29	
30	Define the approach to managing the users/ residents/	30	-0.84	32
0.14	21	-1.13	35	
31	Clarify what the partner organization expects from my	31	0.71	12
0.63	13	0.00	22	
32	Create the opportunity for informal and fun moments th	32	1.00	8
-1.92	41	1.04	8	
33	Set the grounds for a culture of collaboration and a g	33	2.08	1
0.35	17	0.94	11	
34	Discuss the schedule, timelines and key milestones for	34	0.09	18
1.19	5	1.13	7	
35	Jointly define and further develop key performance in	35	-0.55	27
0.80	10	-0.73	31	

36	Create the opportunity for me to voice what I expect f	36	-0.20	25
-1.68	39	-0.61	28	
37	Jointly further design how information and data will	37	-1.03	35
0.49	16	-1.25	36	
38	Create and opportunity for the members of my own team	38	-0.65	30
-0.49	28	0.21	18	
39	Talk about technical details and the relevant specific	39	-1.77	40
-1.12	34	-0.82	32	
40	Jointly define and further develop key performance in	40	-1.11	36
-0.07	25	-0.42	26	
41	Enable exchanging knowledge about learned lessons and	41	0.52	14
-0.24	27	0.12	19	

↑

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Correlations Between Factor Scores

	1	2	3
1	1.0000	0.1216	0.4744
2	0.1216	1.0000	0.3073
3	0.4744	0.3073	1.0000

↑

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Factor Scores -- For Factor 1

No.	Statement	No.	Z-SCORES
33	Set the grounds for a culture of collaboration and a good wo	33	2.084
28	Jointly discuss and further develop collaboration principle	28	1.651
26	Contribute to building trust and respect between the organiz	26	1.626
6	Work on defining shared goals.	6	1.505
13	To define what success means for this project.	13	1.128
16	Jointly further design how shared understanding, problem-so	16	1.084
21	Jointly discuss and further specify the project goals and v	21	1.014
32	Create the opportunity for informal and fun moments that con	32	1.001
7	Organize the 'soft side' of the project.	7	0.972

15	Better understand the collaboration styles and personality	15	0.855
5	Help me gain a better understanding of the interests of the	5	0.793
31	Clarify what the partner organization expects from my team.	31	0.708
20	Understand the project context better.	20	0.520
41	Enable exchanging knowledge about learned lessons and experi	41	0.520
3	Help me understand what the partner organization expects fro	3	0.497
27	Talk about concrete anticipated risks or bottlenecks.	27	0.466
24	Help me voice what my team expects from the other organizati	24	0.256
34	Discuss the schedule, timelines and key milestones for the p	34	0.085
22	Help me reflect on my own interests and goals for the projec	22	0.054
17	Create the opportunity for my team to learn from other proje	17	0.054
1	Reflect on the personal interests and goals of the key ind	1	0.043
8	Encourage the key individuals of the client and the contrac	8	-0.138
12	Clarify the interests and goals of my own organization.	12	-0.168
23	Jointly further design conflict management and escalation me	23	-0.187
36	Create the opportunity for me to voice what I expect from my	36	-0.200
19	Discuss and align the business processes of the partner or	19	-0.342
35	Jointly define and further develop key performance indicato	35	-0.554
4	Design the joint organization further (such as meetings or	4	-0.588
29	Help me understand the interests and goals of members of my	29	-0.647
38	Create and opportunity for the members of my own team to get	38	-0.647
10	Create an opportunity for me to develop myself professionall	10	-0.825
30	Define the approach to managing the users/ residents/ third	30	-0.842
25	Develop binding agreements to specify the project plan furth	25	-0.970
2	Jointly review the contract to clarify its purpose and a	2	-1.010
37	Jointly further design how information and data will be man	37	-1.032
40	Jointly define and further develop key performance indicato	40	-1.105
11	Jointly further design how pricing, accountability, invoici	11	-1.249
18	Jointly further design how change management, risk manageme	18	-1.274
14	Organize the 'hard side' of the project	14	-1.292
39	Talk about technical details and the relevant specifications	39	-1.773
9	Specify or complement the contract terms.	9	-2.071



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Factor Scores -- For Factor 2

No.	Statement	No.	Z-SCORES
27	Talk about concrete anticipated risks or bottlenecks.	27	1.677
20	Understand the project context better.	20	1.502
23	Jointly further design conflict management and escalation me	23	1.433
6	Work on defining shared goals.	6	1.363
34	Discuss the schedule, timelines and key milestones for the p	34	1.188
21	Jointly discuss and further specify the project goals and v	21	1.049

5	Help me gain a better understanding of the interests of the	5	1.012
25	Develop binding agreements to specify the project plan furth	25	0.943
24	Help me voice what my team expects from the other organizati	24	0.873
35	Jointly define and further develop key performance indicato	35	0.804
13	To define what success means for this project.	13	0.665
16	Jointly further design how shared understanding, problem-so	16	0.629
31	Clarify what the partner organization expects from my team.	31	0.629
2	Jointly review the contract to clarify its purpose and a	2	0.559
14	Organize the 'hard side' of the project	14	0.490
37	Jointly further design how information and data will be man	37	0.490
33	Set the grounds for a culture of collaboration and a good wo	33	0.351
18	Jointly further design how change management, risk manageme	18	0.314
9	Specify or complement the contract terms.	9	0.314
19	Discuss and align the business processes of the partner or	19	0.245
30	Define the approach to managing the users/ residents/ third	30	0.139
26	Contribute to building trust and respect between the organiz	26	0.106
3	Help me understand what the partner organization expects fro	3	0.069
28	Jointly discuss and further develop collaboration principle	28	-0.000
40	Jointly define and further develop key performance indicato	40	-0.069
11	Jointly further design how pricing, accountability, invoici	11	-0.139
41	Enable exchanging knowledge about learned lessons and experi	41	-0.245
38	Create and opportunity for the members of my own team to get	38	-0.490
4	Design the joint organization further (such as meetings or	4	-0.559
12	Clarify the interests and goals of my own organization.	12	-0.559
15	Better understand the collaboration styles and personality	15	-0.559
29	Help me understand the interests and goals of members of my	29	-0.735
17	Create the opportunity for my team to learn from other proje	17	-1.049
39	Talk about technical details and the relevant specifications	39	-1.118
22	Help me reflect on my own interests and goals for the projec	22	-1.257
10	Create an opportunity for me to develop myself professionall	10	-1.433
8	Encourage the key individuals of the client and the contrac	8	-1.608
36	Create the opportunity for me to voice what I expect from my	36	-1.677
7	Organize the 'soft side' of the project.	7	-1.677
1	Reflect on the personal interests and goals of the key ind	1	-1.747
32	Create the opportunity for informal and fun moments that con	32	-1.922



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Factor Scores -- For Factor 3

No.	Statement	No.	Z-SCORES
21	Jointly discuss and further specify the project goals and v	21	2.070
6	Work on defining shared goals.	6	1.764
8	Encourage the key individuals of the client and the contrac	8	1.647

13	To define what success means for this project.	13	1.247
25	Develop binding agreements to specify the project plan further	25	1.129
26	Contribute to building trust and respect between the organization	26	1.129
34	Discuss the schedule, timelines and key milestones for the project	34	1.129
32	Create the opportunity for informal and fun moments that connect	32	1.035
2	Jointly review the contract to clarify its purpose and a	2	0.941
28	Jointly discuss and further develop collaboration principles	28	0.941
33	Set the grounds for a culture of collaboration and a good working	33	0.941
4	Design the joint organization further (such as meetings or	4	0.518
9	Specify or complement the contract terms.	9	0.424
27	Talk about concrete anticipated risks or bottlenecks.	27	0.424
20	Understand the project context better.	20	0.400
12	Clarify the interests and goals of my own organization.	12	0.400
24	Help me voice what my team expects from the other organization	24	0.306
38	Create an opportunity for the members of my own team to get	38	0.212
41	Enable exchanging knowledge about learned lessons and experiences	41	0.118
16	Jointly further design how shared understanding, problem-solving	16	0.094
14	Organize the 'hard side' of the project	14	0.000
31	Clarify what the partner organization expects from my team.	31	0.000
5	Help me gain a better understanding of the interests of the	5	-0.024
3	Help me understand what the partner organization expects from	3	-0.094
1	Reflect on the personal interests and goals of the key individuals	1	-0.306
40	Jointly define and further develop key performance indicators	40	-0.424
15	Better understand the collaboration styles and personalities	15	-0.518
36	Create the opportunity for me to voice what I expect from my	36	-0.612
29	Help me understand the interests and goals of members of my	29	-0.635
35	Jointly define and further develop key performance indicators	35	-0.729
23	Jointly further design conflict management and escalation mechanisms	23	-0.729
39	Talk about technical details and the relevant specifications	39	-0.823
7	Organize the 'soft side' of the project.	7	-0.917
22	Help me reflect on my own interests and goals for the project	22	-0.917
30	Define the approach to managing the users/ residents/ third	30	-1.129
37	Jointly further design how information and data will be managed	37	-1.247
18	Jointly further design how change management, risk management	18	-1.459
19	Discuss and align the business processes of the partner organization	19	-1.459
11	Jointly further design how pricing, accountability, invoicing	11	-1.553
17	Create the opportunity for my team to learn from other projects	17	-1.647
10	Create an opportunity for me to develop myself professionally	10	-1.647



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Descending Array of Differences Between Factors 1 and 2

No.	Statement	No.	Type	1
Type	2 Difference			

32	Create the opportunity for informal and fun moments that con	32	1.001
-1.922	2.923		
7	Organize the 'soft side' of the project.	7	0.972
-1.677	2.649		
1	Reflect on the personal interests and goals of the key ind	1	0.043
-1.747	1.790		
33	Set the grounds for a culture of collaboration and a good wo	33	2.084
0.351	1.733		
28	Jointly discuss and further develop collaboration principle	28	1.651
-0.000	1.651		
26	Contribute to building trust and respect between the organiz	26	1.626
0.106	1.520		
36	Create the opportunity for me to voice what I expect from my	36	-0.200
-1.677	1.477		
8	Encourage the key individuals of the client and the contrac	8	-0.138
-1.608	1.470		
15	Better understand the collaboration styles and personality	15	0.855
-0.559	1.414		
22	Help me reflect on my own interests and goals for the projec	22	0.054
-1.257	1.311		
17	Create the opportunity for my team to learn from other proje	17	0.054
-1.049	1.103		
41	Enable exchanging knowledge about learned lessons and experi	41	0.520
-0.245	0.765		
10	Create an opportunity for me to develop myself professionall	10	-0.825
-1.433	0.607		
13	To define what success means for this project.	13	1.128
0.665	0.463		
16	Jointly further design how shared understanding, problem-so	16	1.084
0.629	0.456		
3	Help me understand what the partner organization expects fro	3	0.497
0.069	0.427		
12	Clarify the interests and goals of my own organization.	12	-0.168
-0.559	0.391		
6	Work on defining shared goals.	6	1.505
1.363	0.142		
29	Help me understand the interests and goals of members of my	29	-0.647
-0.735	0.087		
31	Clarify what the partner organization expects from my team.	31	0.708
0.629	0.080		
4	Design the joint organization further (such as meetings or	4	-0.588
-0.559	-0.029		
21	Jointly discuss and further specify the project goals and v	21	1.014
1.049	-0.035		
38	Create and opportunity for the members of my own team to get	38	-0.647
-0.490	-0.157		
5	Help me gain a better understanding of the interests of the	5	0.793
1.012	-0.219		
19	Discuss and align the business processes of the partner or	19	-0.342
0.245	-0.587		

24	Help me voice what my team expects from the other organizati	24	0.256
	0.873 -0.618		
39	Talk about technical details and the relevant specifications	39	-1.773
	-1.118 -0.655		
30	Define the approach to managing the users/ residents/ third	30	-0.842
	0.139 -0.981		
20	Understand the project context better.	20	0.520
	1.502 -0.982		
40	Jointly define and further develop key performance indicato	40	-1.105
	-0.069 -1.036		
34	Discuss the schedule, timelines and key milestones for the p	34	0.085
	1.188 -1.102		
11	Jointly further design how pricing, accountability, invoici	11	-1.249
	-0.139 -1.110		
27	Talk about concrete anticipated risks or bottlenecks.	27	0.466
	1.677 -1.212		
35	Jointly define and further develop key performance indicato	35	-0.554
	0.804 -1.358		
37	Jointly further design how information and data will be man	37	-1.032
	0.490 -1.521		
2	Jointly review the contract to clarify its purpose and a	2	-1.010
0.559	-1.569		
18	Jointly further design how change management, risk manageme	18	-1.274
	0.314 -1.588		
23	Jointly further design conflict management and escalation me	23	-0.187
	1.433 -1.620		
14	Organize the 'hard side' of the project	14	-1.292
0.490	-1.782		
25	Develop binding agreements to specify the project plan furth	25	-0.970
	0.943 -1.913		
9	Specify or complement the contract terms.	9	-2.071
	0.314 -2.385		



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Descending Array of Differences Between Factors 1 and 3

No.	Statement	No.	Type	1
Type	3 Difference			
7	Organize the 'soft side' of the project.	7	0.972	
-0.917	1.890			
17	Create the opportunity for my team to learn from other proje	17	0.054	
-1.647	1.701			
15	Better understand the collaboration styles and personality	15	0.855	
-0.518	1.373			

33	Set the grounds for a culture of collaboration and a good wo	33	2.084
0.941	1.142		
19	Discuss and align the business processes of the partner or	19	-0.342
-1.459	1.117		
16	Jointly further design how shared understanding, problem-so	16	1.084
0.094	0.990		
22	Help me reflect on my own interests and goals for the projec	22	0.054
-0.917	0.972		
10	Create an opportunity for me to develop myself professionall	10	-0.825
-1.647	0.822		
5	Help me gain a better understanding of the interests of the	5	0.793
-0.024	0.817		
28	Jointly discuss and further develop collaboration principle	28	1.651
0.941	0.710		
31	Clarify what the partner organization expects from my team.	31	0.708
0.000	0.708		
3	Help me understand what the partner organization expects fro	3	0.497
-0.094	0.591		
23	Jointly further design conflict management and escalation me	23	-0.187
-0.729	0.542		
26	Contribute to building trust and respect between the organiz	26	1.626
1.129	0.497		
36	Create the opportunity for me to voice what I expect from my	36	-0.200
-0.612	0.411		
41	Enable exchanging knowledge about learned lessons and experi	41	0.520
0.118	0.402		
1	Reflect on the personal interests and goals of the key ind	1	0.043
-0.306	0.349		
11	Jointly further design how pricing, accountability, invoici	11	-1.249
-1.553	0.303		
30	Define the approach to managing the users/ residents/ third	30	-0.842
-1.129	0.287		
37	Jointly further design how information and data will be man	37	-1.032
-1.247	0.215		
18	Jointly further design how change management, risk manageme	18	-1.274
-1.459	0.185		
35	Jointly define and further develop key performance indicato	35	-0.554
-0.729	0.175		
20	Understand the project context better.	20	0.520
0.400	0.120		
27	Talk about concrete anticipated risks or bottlenecks.	27	0.466
0.424	0.042		
29	Help me understand the interests and goals of members of my	29	-0.647
-0.635	-0.012		
32	Create the opportunity for informal and fun moments that con	32	1.001
1.035	-0.034		
24	Help me voice what my team expects from the other organizati	24	0.256
0.306	-0.050		
13	To define what success means for this project.	13	1.128
1.247	-0.119		

6	Work on defining shared goals.	6	1.505
1.764	-0.259		
12	Clarify the interests and goals of my own organization.	12	-0.168
0.400	-0.568		
40	Jointly define and further develop key performance indicators	40	-1.105
-0.424	-0.682		
38	Create and opportunity for the members of my own team to get	38	-0.647
0.212	-0.859		
39	Talk about technical details and the relevant specifications	39	-1.773
-0.823	-0.950		
34	Discuss the schedule, timelines and key milestones for the project	34	0.085
1.129	-1.044		
21	Jointly discuss and further specify the project goals and vision	21	1.014
2.070	-1.056		
4	Design the joint organization further (such as meetings or	4	-0.588
0.518	-1.106		
14	Organize the 'hard side' of the project	14	-1.292
0.000	-1.292		
8	Encourage the key individuals of the client and the contractor	8	-0.138
1.647	-1.785		
2	Jointly review the contract to clarify its purpose and a	2	-1.010
0.941	-1.951		
25	Develop binding agreements to specify the project plan further	25	-0.970
1.129	-2.099		
9	Specify or complement the contract terms.	9	-2.071
0.424	-2.494		

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Descending Array of Differences Between Factors 2 and 3

No.	Statement	No.	Type	2
Type	3 Difference			
23	Jointly further design conflict management and escalation mechanisms	23	1.433	
-0.729	2.162			
18	Jointly further design how change management, risk management	18	0.314	
-1.459	1.773			
37	Jointly further design how information and data will be managed	37	0.490	
-1.247	1.737			
19	Discuss and align the business processes of the partner or	19	0.245	
-1.459	1.704			
35	Jointly define and further develop key performance indicators	35	0.804	
-0.729	1.533			
11	Jointly further design how pricing, accountability, invoicing	11	-0.139	
-1.553	1.414			

30	Define the approach to managing the users/ residents/ third	30	0.139
-1.129	1.268		
27	Talk about concrete anticipated risks or bottlenecks.	27	1.677
0.424	1.254		
20	Understand the project context better.	20	1.502
0.400	1.102		
5	Help me gain a better understanding of the interests of the	5	1.012
-0.024	1.036		
31	Clarify what the partner organization expects from my team.	31	0.629
0.000	0.629		
17	Create the opportunity for my team to learn from other proje	17	-1.049
-1.647	0.598		
24	Help me voice what my team expects from the other organizati	24	0.873
0.306	0.568		
16	Jointly further design how shared understanding, problem-so	16	0.629
0.094	0.535		
14	Organize the 'hard side' of the project	14	0.490
0.000	0.490		
40	Jointly define and further develop key performance indicato	40	-0.069
-0.424	0.354		
10	Create an opportunity for me to develop myself professionall	10	-1.433
-1.647	0.214		
3	Help me understand what the partner organization expects fro	3	0.069
-0.094	0.163		
34	Discuss the schedule, timelines and key milestones for the p	34	1.188
1.129	0.059		
15	Better understand the collaboration styles and personality	15	-0.559
-0.518	-0.042		
29	Help me understand the interests and goals of members of my	29	-0.735
-0.635	-0.099		
9	Specify or complement the contract terms.	9	0.314
0.424	-0.109		
25	Develop binding agreements to specify the project plan furth	25	0.943
1.129	-0.186		
39	Talk about technical details and the relevant specifications	39	-1.118
-0.823	-0.295		
22	Help me reflect on my own interests and goals for the projec	22	-1.257
-0.917	-0.340		
41	Enable exchanging knowledge about learned lessons and experi	41	-0.245
0.118	-0.363		
2	Jointly review the contract to clarify its purpose and a	2	0.559
0.941	-0.382		
6	Work on defining shared goals.	6	1.363
1.764	-0.401		
13	To define what success means for this project.	13	0.665
1.247	-0.582		
33	Set the grounds for a culture of collaboration and a good wo	33	0.351
0.941	-0.590		
38	Create and opportunity for the members of my own team to get	38	-0.490
0.212	-0.701		

7	Organize the 'soft side' of the project.	7	-1.677
-0.917	-0.760		
28	Jointly discuss and further develop collaboration principle	28	-0.000
0.941	-0.941		
12	Clarify the interests and goals of my own organization.	12	-0.559
0.400	-0.959		
21	Jointly discuss and further specify the project goals and v	21	1.049
2.070	-1.021		
26	Contribute to building trust and respect between the organiz	26	0.106
1.129	-1.023		
36	Create the opportunity for me to voice what I expect from my	36	-1.677
-0.612	-1.066		
4	Design the joint organization further (such as meetings or	4	-0.559
0.518	-1.077		
1	Reflect on the personal interests and goals of the key ind	1	-1.747
-0.306	-1.441		
32	Create the opportunity for informal and fun moments that con	32	-1.922
1.035	-2.957		
8	Encourage the key individuals of the client and the contrac	8	-1.608
1.647	-3.255		

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Exact Factor Scores (la SPSS) in Z-Score and T-Score units

Factors

No.	Statement	No.	1
2	3		
1	Reflect on the personal interests and goals of the k	1	0.19 52 -1.73
33	-0.02 50		
2	Jointly review the contract to clarify its purpose	2	-1.31 37 0.53
55	1.12 61		
3	Help me understand what the partner organization expec	3	0.44 54
-0.19	48 0.03 50		
4	Design the joint organization further (such as meeti	4	-0.77 42 -0.58
44	0.73 57		
5	Help me gain a better understanding of the interests	5	0.57 56
0.84	58 -0.02 50		
6	Work on defining shared goals.	6	1.18 62
0.85	58 1.63 66		
7	Organize the 'soft side' of the project.	7	1.26 63 -1.80
32	-0.90 41		
8	Encourage the key individuals of the client and the c	8	-0.64 44
-1.58	34 2.27 73		
9	Specify or complement the contract terms.	9	-2.41 26

0.22	52	1.04	60				
10	Create an opportunity for me to develop myself profess	10	-0.46	45			
-1.36	36	-1.47	35				
11	Jointly further design how pricing, accountability, i	11	-0.68	43			
0.24	52	-1.69	33				
12	Clarify the interests and goals of my own organization	12	-0.35	47			
-0.61	44	0.95	60				
13	To define what success means for this project.	13	1.19	62			
0.24	52	1.33	63				
14	Organize the 'hard side' of the project	14	-1.45	35	0.60		
56	0.03	50					
15	Better understand the collaboration styles and person	15	1.11	61			
-0.71	43	-0.35	46				
16	Jointly further design how shared understanding, prob	16	1.06	61			
0.90	59	-0.67	43				
17	Create the opportunity for my team to learn from other	17	0.47	55			
-1.07	39	-1.36	36				
18	Jointly further design how change management, risk ma	18	-0.90	41			
0.53	55	-1.34	37				
19	Discuss and align the business processes of the part	19	0.07	51	0.52		
55	-1.85	31					
20	Understand the project context better.	20	0.28	53			
1.59	66	0.25	52				
21	Jointly discuss and further specify the project goals	21	0.65	56			
0.83	58	1.86	69				
22	Help me reflect on my own interests and goals for the	22	0.51	55			
-1.15	39	-0.81	42				
23	Jointly further design conflict management and escalat	23	-0.01	50			
1.72	67	-1.41	36				
24	Help me voice what my team expects from the other orga	24	0.20	52			
0.72	57	0.24	52				
25	Develop binding agreements to specify the project plan	25	-1.30	37			
1.15	61	0.87	59				
26	Contribute to building trust and respect between the o	26	1.61	66			
0.50	55	0.33	53				
27	Talk about concrete anticipated risks or bottlenecks.	27	0.28	53			
1.64	66	-0.33	47				
28	Jointly discuss and further develop collaboration pri	28	1.51	65			
-0.29	47	0.58	56				
29	Help me understand the interests and goals of members	29	-0.72	43			
-0.64	44	-0.20	48				
30	Define the approach to managing the users/ residents/	30	-0.74	43			
-0.38	46	-0.36	46				
31	Clarify what the partner organization expects from my	31	0.80	58			
0.56	56	-0.23	48				
32	Create the opportunity for informal and fun moments th	32	0.72	57			
-1.80	32	0.95	60				
33	Set the grounds for a culture of collaboration and a g	33	2.29	73			
0.34	53	0.25	53				
34	Discuss the schedule, timelines and key milestones for	34	-0.44	46			

1.00	60	0.98	60			
35	Jointly define and further develop key performance in	35	-0.29	47		
0.75	58	-0.50	45			
36	Create the opportunity for me to voice what I expect f	36	-0.12	49		
-1.66	33	-0.56	44			
37	Jointly further design how information and data will	37	-0.63	44		
0.99	60	-1.48	35			
38	Create and opportunity for the members of my own team	38	-0.92	41		
-0.62	44	0.75	57			
39	Talk about technical details and the relevant specific	39	-1.67	33		
-1.08	39	-0.13	49			
40	Jointly define and further develop key performance in	40	-0.94	41		
0.12	51	-0.18	48			
41	Enable exchanging knowledge about learned lessons and	41	0.38	54		
-0.13	49	-0.32	47			

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Factor Q-Sort Values for Each Statement

Arrays		Factor		
No.	Statement	No.	1	
2	3			
1	Reflect on the personal interests and goals of the key ind	1	0	-4
-1				
2	Jointly review the contract to clarify its purpose and a	2	-2	1
2				
3	Help me understand what the partner organization expects fro	3	1	
0	0			
4	Design the joint organization further (such as meetings or	4	-1	-2
1				
5	Help me gain a better understanding of the interests of the	5	2	
2	0			
6	Work on defining shared goals.	6	3	
3	4			
7	Organize the 'soft side' of the project.	7	2	-3
-2				
8	Encourage the key individuals of the client and the contrac	8	0	
-3	3			
9	Specify or complement the contract terms.	9	-4	
0	1			
10	Create an opportunity for me to develop myself professionall	10	-2	
-3	-4			
11	Jointly further design how pricing, accountability, invoici	11	-3	

-1	-3			
12	Clarify the interests and goals of my own organization.	12	0	
-2	1			
13	To define what success means for this project.	13	3	
2	3			
14	Organize the 'hard side' of the project	14	-3	1
0				
15	Better understand the collaboration styles and personality	15	2	
-2	-1			
16	Jointly further design how shared understanding, problem-so	16	3	
1	0			
17	Create the opportunity for my team to learn from other proje	17	0	
-2	-4			
18	Jointly further design how change management, risk manageme	18	-3	
0	-3			
19	Discuss and align the business processes of the partner or	19	-1	0
-3				
20	Understand the project context better.	20	1	
4	1			
21	Jointly discuss and further specify the project goals and v	21	2	
3	4			
22	Help me reflect on my own interests and goals for the projec	22	0	
-2	-2			
23	Jointly further design conflict management and escalation me	23	0	
3	-2			
24	Help me voice what my team expects from the other organizati	24	1	
2	1			
25	Develop binding agreements to specify the project plan furth	25	-2	
2	2			
26	Contribute to building trust and respect between the organiz	26	3	
0	2			
27	Talk about concrete anticipated risks or bottlenecks.	27	1	
4	1			
28	Jointly discuss and further develop collaboration principle	28	4	
0	2			
29	Help me understand the interests and goals of members of my	29	-1	
-2	-1			
30	Define the approach to managing the users/ residents/ third	30	-2	
0	-2			
31	Clarify what the partner organization expects from my team.	31	1	
1	0			
32	Create the opportunity for informal and fun moments that con	32	2	
-4	2			
33	Set the grounds for a culture of collaboration and a good wo	33	4	
1	2			
34	Discuss the schedule, timelines and key milestones for the p	34	0	
3	2			
35	Jointly define and further develop key performance indicato	35	-1	
2	-2			
36	Create the opportunity for me to voice what I expect from my	36	-1	

-3	-1				
37	Jointly further design how information and data will be man	37	-2		
1	-3				
38	Create and opportunity for the members of my own team to get	38	-1		
-1	0				
39	Talk about technical details and the relevant specifications	39	-4		
-2	-2				
40	Jointly define and further develop key performance indicato	40	-3		
-1	-1				
41	Enable exchanging knowledge about learned lessons and experi	41	1		
-1	0				

Variance = 4.585 St. Dev. = 2.141



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Factor Q-Sort Values for Statements sorted by Consensus vs. Disagreement (Variance across Factor Z-Scores)

Arrays		Factor	
No.	Statement	No.	1
2	3		
29	Help me understand the interests and goals of members of my	29	-1
-2	-1		
6	Work on defining shared goals.	6	3
3	4		
3	Help me understand what the partner organization expects fro	3	1
0	0		
13	To define what success means for this project.	13	3
2	3		
24	Help me voice what my team expects from the other organizati	24	1
2	1		
41	Enable exchanging knowledge about learned lessons and experi	41	1
-1	0		
31	Clarify what the partner organization expects from my team.	31	1
1	0		
10	Create an opportunity for me to develop myself professionall	10	-2
-3	-4		
38	Create and opportunity for the members of my own team to get	38	-1
-1	0		
12	Clarify the interests and goals of my own organization.	12	0
-2	1		
39	Talk about technical details and the relevant specifications	39	-4

-2	-2			
16	Jointly further design how shared understanding, problem-so	16	3	
1	0			
40	Jointly define and further develop key performance indicato	40	-3	
-1	-1			
5	Help me gain a better understanding of the interests of the	5	2	
2	0			
21	Jointly discuss and further specify the project goals and v	21	2	
3	4			
20	Understand the project context better.	20	1	
4	1			
34	Discuss the schedule, timelines and key milestones for the p	34	0	
3	2			
4	Design the joint organization further (such as meetings or	4	-1	-2
1				
30	Define the approach to managing the users/ residents/ third	30	-2	
0	-2			
22	Help me reflect on my own interests and goals for the projec	22	0	
-2	-2			
27	Talk about concrete anticipated risks or bottlenecks.	27	1	
4	1			
11	Jointly further design how pricing, accountability, invoici	11	-3	
-1	-3			
36	Create the opportunity for me to voice what I expect from my	36	-1	
-3	-1			
26	Contribute to building trust and respect between the organiz	26	3	
0	2			
15	Better understand the collaboration styles and personality	15	2	
-2	-1			
28	Jointly discuss and further develop collaboration principle	28	4	
0	2			
35	Jointly define and further develop key performance indicato	35	-1	
2	-2			
17	Create the opportunity for my team to learn from other proje	17	0	
-2	-4			
19	Discuss and align the business processes of the partner or	19	-1	0
-3				
33	Set the grounds for a culture of collaboration and a good wo	33	4	
1	2			
14	Organize the 'hard side' of the project	14	-3	1
0				
37	Jointly further design how information and data will be man	37	-2	
1	-3			
1	Reflect on the personal interests and goals of the key ind	1	0	-4
-1				
18	Jointly further design how change management, risk manageme	18	-3	
0	-3			
2	Jointly review the contract to clarify its purpose and a	2	-2	1
2				
23	Jointly further design conflict management and escalation me	23	0	

3	-2				
25	Develop binding agreements to specify the project plan furth	25		-2	
2	2				
7	Organize the 'soft side' of the project.	7	2	-3	
-2					
9	Specify or complement the contract terms.	9		-4	
0	1				
8	Encourage the key individuals of the client and the contrac	8		0	
-3	3				
32	Create the opportunity for informal and fun moments that con	32		2	
-4	2				

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Factor Characteristics

	Factors		
	1	2	3
No. of Defining Variables	5	2	2
Average Rel. Coef.	0.800	0.800	0.800
Composite Reliability	0.952	0.889	0.889
S.E. of Factor Z-Scores	0.218	0.333	0.333

Standard Errors for Differences in Factor Z-Scores

(Diagonal Entries Are S.E. Within Factors)

Factors	1	2	3
1	0.309	0.398	0.398
2	0.398	0.471	0.471
3	0.398	0.471	0.471

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Distinguishing Statements for Factor 1

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

				Factors	
				1	
				No.	Q-SV Z-SCR
2	3				
No. Statement		No.	Q-SV	Z-SCR	
Q-SV Z-SCR	Q-SV Z-SCR				
33 Set the grounds for a culture of collaboration and a good wo		33	4	2.08*	
1 0.35	2 0.94				
7 Organize the 'soft side' of the project.		7	2	0.97*	-3
-1.68	-2 -0.92				
15 Better understand the collaboration styles and personality		15	2	0.86*	
-2 -0.56	-1 -0.52				
34 Discuss the schedule, timelines and key milestones for the p		34	0	0.09*	
3 1.19	2 1.13				
22 Help me reflect on my own interests and goals for the projec		22	0	0.05	
-2 -1.26	-2 -0.92				
17 Create the opportunity for my team to learn from other proje		17	0	0.05*	
-2 -1.05	-4 -1.65				
8 Encourage the key individuals of the client and the contrac		8	0	-0.14*	
-3 -1.61	3 1.65				
25 Develop binding agreements to specify the project plan furth		25	-2	-0.97*	
2 0.94	2 1.13				
2 Jointly review the contract to clarify its purpose and a		2	-2	-1.01*	1
0.56	2 0.94				
14 Organize the 'hard side' of the project		14	-3	-1.29*	1
0.49	0 0.00				
9 Specify or complement the contract terms.		9	-4	-2.07*	
0 0.31	1 0.42				



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Distinguishing Statements for Factor 2

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

Factors

2		3		No.	1	
No.	Statement	Q-SV	Z-SCR		Q-SV	Z-SCR
27	Talk about concrete anticipated risks or bottlenecks.	1	0.47	27	1	0.47
4	1.68*	1	0.42			
20	Understand the project context better.	1	0.52	20	1	0.52
4	1.50	1	0.40			
23	Jointly further design conflict management and escalation me	0	-0.19	23	0	-0.19
3	1.43*	-2	-0.73			
35	Jointly define and further develop key performance indicato	-1	-0.55	35	-1	-0.55
2	0.80*	-2	-0.73			
37	Jointly further design how information and data will be man	-2	-1.03	37	-2	-1.03
1	0.49*	-3	-1.25			
18	Jointly further design how change management, risk manageme	-3	-1.27	18	-3	-1.27
0	0.31*	-3	-1.46			
30	Define the approach to managing the users/ residents/ third	-2	-0.84	30	-2	-0.84
0	0.14	-2	-1.13			
26	Contribute to building trust and respect between the organiz	3	1.63	26	3	1.63
0	0.11	2	1.13			
28	Jointly discuss and further develop collaboration principle	4	1.65	28	4	1.65
0	-0.00	2	0.94			
11	Jointly further design how pricing, accountability, invoici	-3	-1.25	11	-3	-1.25
-1	-0.14*	-3	-1.55			
8	Encourage the key individuals of the client and the contrac	0	-0.14	8	0	-0.14
-3	-1.61*	3	1.65			
36	Create the opportunity for me to voice what I expect from my	-1	-0.20	36	-1	-0.20
-3	-1.68	-1	-0.61			
1	Reflect on the personal interests and goals of the key ind	0	0.04	1	0	0.04
-4	-1.75*	-1	-0.31			
32	Create the opportunity for informal and fun moments that con	2	1.00	32	2	1.00
-4	-1.92*	2	1.04			



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Distinguishing Statements for Factor 3

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

Factors

2		3		No.	Q-SV Z-SCR	
No.	Statement					
Q-SV	Z-SCR	Q-SV	Z-SCR			
21	Jointly discuss and further specify the project goals and v	21		2	1.01	
3	1.05	4	2.07			
8	Encourage the key individuals of the client and the contrac	8		0	-0.14	
-3	-1.61	3	1.65*			
4	Design the joint organization further (such as meetings or	4		-1	-0.59	
-2	-0.56	1	0.52			
5	Help me gain a better understanding of the interests of the	5		2	0.79	
2	1.01	0	-0.02			
19	Discuss and align the business processes of the partner or	19		-1	-0.34	
0	0.24	-3	-1.46*			

Consensus Statements -- Those That Do Not Distinguish Between ANY Pair of Factors.

All Listed Statements are Non-Significant at $P > .01$, and Those Flagged With an * are also Non-Significant at $P > .05$.

Factors

2		3		No.	Q-SV Z-SCR	
No.	Statement					
Q-SV	Z-SCR	Q-SV	Z-SCR			
3*	Help me understand what the partner organization expects fro	3		1	0.50	
0	0.07	0	-0.09			
5	Help me gain a better understanding of the interests of the	5		2	0.79	
2	1.01	0	-0.02			
6*	Work on defining shared goals.	6		3	1.51	
3	1.36	4	1.76			
10	Create an opportunity for me to develop myself professionall	10		-2	-0.83	
-3	-1.43	-4	-1.65			
12	Clarify the interests and goals of my own organization.	12		0	-0.17	
-2	-0.56	1	0.40			
13*	To define what success means for this project.	13		3	1.13	
2	0.67	3	1.25			
16	Jointly further design how shared understanding, problem-so	16		3	1.08	
1	0.63	0	0.09			
20	Understand the project context better.	20		1	0.52	
4	1.50	1	0.40			
24*	Help me voice what my team expects from the other organizati	24		1	0.26	
2	0.87	1	0.31			

29*	Help me understand the interests and goals of members of my	29	-1	-0.65
-2	-0.73	-1	-0.64	
31*	Clarify what the partner organization expects from my team.	31	1	0.71
1	0.63	0	0.00	
38	Create and opportunity for the members of my own team to get	38	-1	-0.65
-1	-0.49	0	0.21	
39	Talk about technical details and the relevant specifications	39	-4	-1.77
-2	-1.12	-2	-0.82	
41*	Enable exchanging knowledge about learned lessons and experi	41	1	0.52
-1	-0.24	0	0.12	

QANALYZE was completet at 23:09:28

Appendix 12-4: Case 1, 2 factor solution

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Case1

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Correlation Matrix Between Sorts

SORTS	1	2	3	4	5	6	7	8	9
1 N1	100	29	38	57	36	27	41	45	26
2 N2	29	100	-4	21	35	17	19	25	24
3 N3	38	-4	100	46	-15	44	76	59	57
4 N4	57	21	46	100	-2	45	38	24	32
5 N5	36	35	-15	-2	100	-5	5	4	8
6 N6	27	17	44	45	-5	100	51	32	65
7 N7	41	19	76	38	5	51	100	48	54
8 N8	45	25	59	24	4	32	48	100	45
9 N9	26	24	57	32	8	65	54	45	100

Unrotated Factor Matrix

Factors		1	2	3	4	5	6	7
8								
SORTS								
1 N1		0.6528	0.4370	0.4929	-0.0639	-0.0690	-0.1593	
-0.1242	0.2974							
2 N2		0.3405	0.6675	-0.3167	0.1631	0.5042	0.2227	
0.0196	0.0300							
3 N3		0.8033	-0.3878	0.1153	-0.2635	-0.0586	0.1615	
0.1595	-0.0685							
4 N4		0.6526	0.0511	0.5099	0.4710	0.0877	0.0308	
0.1874	-0.1903							
5 N5		0.1093	0.8240	-0.1155	-0.1662	-0.4785	-0.0038	
0.0518	-0.1903							
6 N6		0.7060	-0.1810	-0.2822	0.4587	-0.1383	-0.1863	
-0.3316	-0.0882							
7 N7		0.8085	-0.1432	-0.0615	-0.1881	-0.1246	0.4559	
-0.1874	0.0355							
8 N8		0.6964	0.0030	-0.0482	-0.5021	0.3294	-0.3397	
-0.0611	-0.1592							
9 N9		0.7555	-0.1099	-0.4555	0.1145	-0.1529	-0.1611	
0.3263	0.1854							
Eigenvalues		3.8333	1.5338	0.9231	0.8606	0.6656	0.4860	
0.3343	0.2352							
% expl.Var.		43	17	10	10	7	5	
4	3							



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Cumulative Communalities Matrix
Factors 1 Thru

		1	2	3	4	5	6	7
8								
SORTS								
1 N1		0.4261	0.6171	0.8600	0.8641	0.8689	0.8942	
0.9097	0.9981							
2 N2		0.1160	0.5615	0.6618	0.6884	0.9426	0.9922	
0.9926	0.9935							
3 N3		0.6453	0.7957	0.8090	0.8784	0.8818	0.9079	
0.9333	0.9380							
4 N4		0.4259	0.4285	0.6885	0.9104	0.9181	0.9190	
0.9541	0.9904							
5 N5		0.0120	0.6909	0.7043	0.7319	0.9609	0.9609	
0.9636	0.9998							
6 N6		0.4985	0.5313	0.6109	0.8213	0.8404	0.8752	
0.9851	0.9929							
7 N7		0.6537	0.6742	0.6780	0.7134	0.7289	0.9368	
0.9719	0.9732							
8 N8		0.4850	0.4850	0.4873	0.7395	0.8480	0.9634	
0.9672	0.9925							
9 N9		0.5708	0.5829	0.7903	0.8034	0.8268	0.8528	
0.9592	0.9936							
cum% expl.Var.		43	60	70	79	87	92	
96	99							

Factor Matrix with an X Indicating a Defining Sort

Loadings

QSORT	1	2
1 N1	0.5053	0.6015X
2 N2	0.1412	0.7359X
3 N3	0.8795X	-0.1488
4 N4	0.6126X	0.2308
5 N5	-0.1244	0.8219X
6 N6	0.7285X	0.0227
7 N7	0.8164X	0.0876
8 N8	0.6680X	0.1968
9 N9	0.7562X	0.1048

% expl.Var. 41 19

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Case1

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Free Distribution Data Results

QSORT	MEAN	ST.DEV.
1 N1	0.000	2.168
2 N2	0.000	2.168
3 N3	0.000	2.168
4 N4	0.000	2.168
5 N5	0.000	2.168
6 N6	0.000	2.168
7 N7	0.000	2.168
8 N8	0.000	2.168
9 N9	0.000	2.168



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Factor Scores with Corresponding Ranks

Factors

No.	Statement	No.	1
2			
1	Reflect on the personal interests and goals of the k	1	0.20 18 -1.68
38			
2	Jointly review the contract to clarify its purpose	2	-0.85 32 0.60
12			
3	Help me understand what the partner organization expec	3	0.57 11
-0.00 22			
4	Design the joint organization further (such as meeti	4	-0.37 26 -0.38
28			
5	Help me gain a better understanding of the interests	5	0.76 10
1.23 7			
6	Work on defining shared goals.	6	1.88 2
1.50 2			
7	Organize the 'soft side' of the project.	7	0.89 9 -1.80
41			
8	Encourage the key individuals of the client and the c	8	0.35 14
-0.91 33			
9	Specify or complement the contract terms.	9	-1.73 41
0.30 17			
10	Create an opportunity for me to develop myself profess	10	-0.93 33
-1.72 40			

11	Jointly further design how pricing, accountability, i	11	-1.50	40
-0.55	30			
12	Clarify the interests and goals of my own organization	12	0.26	17
-0.27	26			
13	To define what success means for this project.	13	1.72	3
0.68	11			
14	Organize the 'hard side' of the project	14	-1.31	36 0.38
15				
15	Better understand the collaboration styles and person	15	0.98	7
-0.60	32			
16	Jointly further design how shared understanding, prob	16	0.49	13
0.71	10			
17	Create the opportunity for my team to learn from other	17	-0.04	23
-1.31	35			
18	Jointly further design how change management, risk ma	18	-1.40	37
0.08	21			
19	Discuss and align the business processes of the part	19	-0.75	30 -0.03
23				
20	Understand the project context better.	20	0.33	15
1.61	1			
21	Jointly discuss and further specify the project goals	21	1.29	5
1.31	5			
22	Help me reflect on my own interests and goals for the	22	0.06	21
-1.53	37			
23	Jointly further design conflict management and escalat	23	-0.80	31
1.16	8			
24	Help me voice what my team expects from the other orga	24	0.33	16
0.90	9			
25	Develop binding agreements to specify the project plan	25	-1.10	35
1.23	6			
26	Contribute to building trust and respect between the o	26	1.28	6
0.30	16			
27	Talk about concrete anticipated risks or bottlenecks.	27	0.00	22
1.46	3			
28	Jointly discuss and further develop collaboration pri	28	1.64	4
0.11	20			
29	Help me understand the interests and goals of members	29	-0.58	29
-0.57	31			
30	Define the approach to managing the users/ residents/	30	-0.40	28
-0.11	25			
31	Clarify what the partner organization expects from my	31	0.56	12
0.60	13			
32	Create the opportunity for informal and fun moments th	32	0.94	8
-1.43	36			
33	Set the grounds for a culture of collaboration and a g	33	1.96	1
0.27	18			
34	Discuss the schedule, timelines and key milestones for	34	0.13	19
1.42	4			
35	Jointly define and further develop key performance in	35	-0.37	25
0.57	14			

36	Create the opportunity for me to voice what I expect f	36	-0.28	24
-1.69	39			
37	Jointly further design how information and data will	37	-1.45	38
0.16	19			
38	Create and opportunity for the members of my own team	38	-0.39	27
-0.38	29			
39	Talk about technical details and the relevant specific	39	-1.48	39
-1.20	34			
40	Jointly define and further develop key performance in	40	-0.95	34
-0.11	24			
41	Enable exchanging knowledge about learned lessons and	41	0.06	20
-0.30	27			



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Correlations Between Factor Scores

	1	2
1	1.0000	0.1551
2	0.1551	1.0000



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Factor Scores -- For Factor 1

No.	Statement	No.	Z-SCORES
33	Set the grounds for a culture of collaboration and a good wo	33	1.964
6	Work on defining shared goals.	6	1.879
13	To define what success means for this project.	13	1.717
28	Jointly discuss and further develop collaboration principle	28	1.641
21	Jointly discuss and further specify the project goals and v	21	1.291
26	Contribute to building trust and respect between the organiz	26	1.275
15	Better understand the collaboration styles and personality	15	0.984
32	Create the opportunity for informal and fun moments that con	32	0.938
7	Organize the 'soft side' of the project.	7	0.888
5	Help me gain a better understanding of the interests of the	5	0.763
3	Help me understand what the partner organization expects fro	3	0.565

31	Clarify what the partner organization expects from my team.	31	0.563
16	Jointly further design how shared understanding, problem-so	16	0.490
8	Encourage the key individuals of the client and the contrac	8	0.352
20	Understand the project context better.	20	0.330
24	Help me voice what my team expects from the other organizati	24	0.326
12	Clarify the interests and goals of my own organization.	12	0.256
1	Reflect on the personal interests and goals of the key ind	1	0.200
34	Discuss the schedule, timelines and key milestones for the p	34	0.131
41	Enable exchanging knowledge about learned lessons and experi	41	0.063
22	Help me reflect on my own interests and goals for the projec	22	0.059
27	Talk about concrete anticipated risks or bottlenecks.	27	0.003
17	Create the opportunity for my team to learn from other proje	17	-0.037
36	Create the opportunity for me to voice what I expect from my	36	-0.281
35	Jointly define and further develop key performance indicato	35	-0.372
4	Design the joint organization further (such as meetings or	4	-0.373
38	Create and opportunity for the members of my own team to get	38	-0.387
30	Define the approach to managing the users/ residents/ third	30	-0.398
29	Help me understand the interests and goals of members of my	29	-0.580
19	Discuss and align the business processes of the partner or	19	-0.751
23	Jointly further design conflict management and escalation me	23	-0.804
2	Jointly review the contract to clarify its purpose and a	2	-0.847
10	Create an opportunity for me to develop myself professionall	10	-0.926
40	Jointly define and further develop key performance indicato	40	-0.949
25	Develop binding agreements to specify the project plan furth	25	-1.104
14	Organize the 'hard side' of the project	14	-1.310
18	Jointly further design how change management, risk manageme	18	-1.399
37	Jointly further design how information and data will be man	37	-1.446
39	Talk about technical details and the relevant specifications	39	-1.483
11	Jointly further design how pricing, accountability, invoici	11	-1.505
9	Specify or complement the contract terms.	9	-1.725



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Factor Scores -- For Factor 2

No.	Statement	No.	Z-SCORES
20	Understand the project context better.	20	1.606
6	Work on defining shared goals.	6	1.498
27	Talk about concrete anticipated risks or bottlenecks.	27	1.464
34	Discuss the schedule, timelines and key milestones for the p	34	1.418
21	Jointly discuss and further specify the project goals and v	21	1.311
25	Develop binding agreements to specify the project plan furth	25	1.229
5	Help me gain a better understanding of the interests of the	5	1.227
23	Jointly further design conflict management and escalation me	23	1.163

24	Help me voice what my team expects from the other organization	24	0.898
16	Jointly further design how shared understanding, problem-solving	16	0.708
13	To define what success means for this project.	13	0.681
2	Jointly review the contract to clarify its purpose and a	2	0.599
31	Clarify what the partner organization expects from my team.	31	0.597
35	Jointly define and further develop key performance indicators	35	0.566
14	Organize the 'hard side' of the project	14	0.379
26	Contribute to building trust and respect between the organization	26	0.304
9	Specify or complement the contract terms.	9	0.299
33	Set the grounds for a culture of collaboration and a good work	33	0.271
37	Jointly further design how information and data will be managed	37	0.156
28	Jointly discuss and further develop collaboration principles	28	0.111
18	Jointly further design how change management, risk management	18	0.076
3	Help me understand what the partner organization expects from	3	-0.002
19	Discuss and align the business processes of the partner organization	19	-0.033
40	Jointly define and further develop key performance indicators	40	-0.109
30	Define the approach to managing the users/ residents/ third	30	-0.115
12	Clarify the interests and goals of my own organization.	12	-0.266
41	Enable exchanging knowledge about learned lessons and experiences	41	-0.300
4	Design the joint organization further (such as meetings or	4	-0.377
38	Create and opportunity for the members of my own team to get	38	-0.379
11	Jointly further design how pricing, accountability, invoicing	11	-0.552
29	Help me understand the interests and goals of members of my	29	-0.568
15	Better understand the collaboration styles and personality	15	-0.599
8	Encourage the key individuals of the client and the contract	8	-0.910
39	Talk about technical details and the relevant specifications	39	-1.198
17	Create the opportunity for my team to learn from other projects	17	-1.311
32	Create the opportunity for informal and fun moments that contribute	32	-1.431
22	Help me reflect on my own interests and goals for the project	22	-1.528
1	Reflect on the personal interests and goals of the key individuals	1	-1.684
36	Create the opportunity for me to voice what I expect from my	36	-1.686
10	Create an opportunity for me to develop myself professionally	10	-1.719
7	Organize the 'soft side' of the project.	7	-1.797



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Descending Array of Differences Between Factors 1 and 2

No.	Statement	No.	Type	1
Type	2 Difference			
7	Organize the 'soft side' of the project.	7	0.888	
-1.797	2.685			
32	Create the opportunity for informal and fun moments that contribute	32	0.938	
-1.431	2.369			
1	Reflect on the personal interests and goals of the key individuals	1	0.200	

-1.684	1.884		
33	Set the grounds for a culture of collaboration and a good wo	33	1.964
0.271	1.693		
22	Help me reflect on my own interests and goals for the projec	22	0.059
-1.528	1.587		
15	Better understand the collaboration styles and personality	15	0.984
-0.599	1.583		
28	Jointly discuss and further develop collaboration principle	28	1.641
0.111	1.530		
36	Create the opportunity for me to voice what I expect from my	36	-0.281
-1.686	1.405		
17	Create the opportunity for my team to learn from other proje	17	-0.037
-1.311	1.274		
8	Encourage the key individuals of the client and the contrac	8	0.352
-0.910	1.262		
13	To define what success means for this project.	13	1.717
0.681	1.036		
26	Contribute to building trust and respect between the organiz	26	1.275
0.304	0.971		
10	Create an opportunity for me to develop myself professionall	10	-0.926
-1.719	0.792		
3	Help me understand what the partner organization expects fro	3	0.565
-0.002	0.567		
12	Clarify the interests and goals of my own organization.	12	0.256
-0.266	0.522		
6	Work on defining shared goals.	6	1.879
1.498	0.380		
41	Enable exchanging knowledge about learned lessons and experi	41	0.063
-0.300	0.363		
4	Design the joint organization further (such as meetings or	4	-0.373
-0.377	0.004		
38	Create and opportunity for the members of my own team to get	38	-0.387
-0.379	-0.009		
29	Help me understand the interests and goals of members of my	29	-0.580
-0.568	-0.012		
21	Jointly discuss and further specify the project goals and v	21	1.291
1.311	-0.020		
31	Clarify what the partner organization expects from my team.	31	0.563
0.597	-0.034		
16	Jointly further design how shared understanding, problem-so	16	0.490
0.708	-0.218		
30	Define the approach to managing the users/ residents/ third	30	-0.398
-0.115	-0.283		
39	Talk about technical details and the relevant specifications	39	-1.483
-1.198	-0.285		
5	Help me gain a better understanding of the interests of the	5	0.763
1.227	-0.465		
24	Help me voice what my team expects from the other organizati	24	0.326
0.898	-0.572		
19	Discuss and align the business processes of the partner or	19	-0.751

-0.033	-0.718			
40	Jointly define and further develop key performance indicators	40		-0.949
-0.109	-0.839			
35	Jointly define and further develop key performance indicators	35		-0.372
0.566	-0.938			
11	Jointly further design how pricing, accountability, invoicing	11		-1.505
-0.552	-0.953			
20	Understand the project context better.	20		0.330
1.606	-1.276			
34	Discuss the schedule, timelines and key milestones for the project	34		0.131
1.418	-1.288			
2	Jointly review the contract to clarify its purpose and a	2		-0.847
0.599	-1.446			
27	Talk about concrete anticipated risks or bottlenecks.	27		0.003
1.464	-1.460			
18	Jointly further design how change management, risk management	18		-1.399
0.076	-1.476			
37	Jointly further design how information and data will be managed	37		-1.446
0.156	-1.603			
14	Organize the 'hard side' of the project	14		-1.310
0.379	-1.689			
23	Jointly further design conflict management and escalation mechanisms	23		-0.804
1.163	-1.968			
9	Specify or complement the contract terms.	9		-1.725
0.299	-2.024			
25	Develop binding agreements to specify the project plan further	25		-1.104
1.229	-2.333			

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Exact Factor Scores (la SPSS) in Z-Score and T-Score units

Factors				
No.	Statement	No.	1	
2				
1	Reflect on the personal interests and goals of the k	1	0.34	53 -1.64
34				
2	Jointly review the contract to clarify its purpose	2	-0.68	43 0.96
60				
3	Help me understand what the partner organization expects	3	0.43	54
-0.19	48			
4	Design the joint organization further (such as meetings)	4	-0.27	47 -0.25
47				
5	Help me gain a better understanding of the interests	5	0.39	54
0.74	57			

6	Work on defining shared goals.	6	1.71	67
1.27	63			
7	Organize the 'soft side' of the project.	7	0.87	59 -2.07
29				
8	Encourage the key individuals of the client and the c	8	0.67	57
-0.67	43			
9	Specify or complement the contract terms.	9	-1.65	34
0.72	57			
10	Create an opportunity for me to develop myself profess	10	-0.95	41
-1.75	33			
11	Jointly further design how pricing, accountability, i	11	-1.42	36
-0.30	47			
12	Clarify the interests and goals of my own organization	12	0.21	52
-0.23	48			
13	To define what success means for this project.	13	1.64	66
0.60	56			
14	Organize the 'hard side' of the project	14	-1.32	37 0.67
57				
15	Better understand the collaboration styles and person	15	0.88	59
-0.86	41			
16	Jointly further design how shared understanding, prob	16	0.52	55
0.55	55			
17	Create the opportunity for my team to learn from other	17	-0.11	49
-1.50	35			
18	Jointly further design how change management, risk ma	18	-1.47	35
0.11	51			
19	Discuss and align the business processes of the part	19	-0.87	41 -0.14
49				
20	Understand the project context better.	20	0.19	52
1.56	66			
21	Jointly discuss and further specify the project goals	21	1.35	64
1.36	64			
22	Help me reflect on my own interests and goals for the	22	0.19	52
-1.39	36			
23	Jointly further design conflict management and escalat	23	-0.86	41
1.14	61			
24	Help me voice what my team expects from the other orga	24	0.21	52
0.75	57			
25	Develop binding agreements to specify the project plan	25	-0.85	41
1.46	65			
26	Contribute to building trust and respect between the o	26	1.51	65
0.47	55			
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.08	49
1.41	64			
28	Jointly discuss and further develop collaboration pri	28	1.62	66
-0.17	48			
29	Help me understand the interests and goals of members	29	-0.66	43
-0.62	44			
30	Define the approach to managing the users/ residents/	30	-0.78	42
-0.43	46			

31	Clarify what the partner organization expects from my	31	0.53	55
0.39	54			
32	Create the opportunity for informal and fun moments th	32	1.27	63
-1.42	36			
33	Set the grounds for a culture of collaboration and a g	33	2.09	71
0.25	52			
34	Discuss the schedule, timelines and key milestones for	34	-0.03	50
1.30	63			
35	Jointly define and further develop key performance in	35	-0.57	44
0.56	56			
36	Create the opportunity for me to voice what I expect f	36	-0.19	48
-1.74	33			
37	Jointly further design how information and data will	37	-1.35	36
0.47	55			
38	Create and opportunity for the members of my own team	38	-0.39	46
-0.27	47			
39	Talk about technical details and the relevant specific	39	-1.41	36
-0.95	41			
40	Jointly define and further develop key performance in	40	-0.92	41
0.11	51			
41	Enable exchanging knowledge about learned lessons and	41	0.20	52
-0.25	47			



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Factor Q-Sort Values for Each Statement

		Factor		
Arrays				
No.	Statement	No.	1	
2				
1	Reflect on the personal interests and goals of the key ind	1	0	-3
2	Jointly review the contract to clarify its purpose and a	2	-2	1
3	Help me understand what the partner organization expects fro	3	2	
0				
4	Design the joint organization further (such as meetings or	4	-1	-1
5	Help me gain a better understanding of the interests of the	5	2	
2				
6	Work on defining shared goals.	6	4	
4				
7	Organize the 'soft side' of the project.	7	2	-4
8	Encourage the key individuals of the client and the contrac	8	1	
-2				
9	Specify or complement the contract terms.	9	-4	
1				

10	Create an opportunity for me to develop myself professional	10	-2	
-4				
11	Jointly further design how pricing, accountability, invoicing	11	-4	
-1				
12	Clarify the interests and goals of my own organization.	12	1	
-1				
13	To define what success means for this project.	13	3	
2				
14	Organize the 'hard side' of the project	14	-3	1
15	Better understand the collaboration styles and personality	15	2	
-2				
16	Jointly further design how shared understanding, problem-solving	16	1	
2				
17	Create the opportunity for my team to learn from other projects	17	0	
-2				
18	Jointly further design how change management, risk management	18	-3	
0				
19	Discuss and align the business processes of the partner or	19	-1	0
20	Understand the project context better.	20	1	
4				
21	Jointly discuss and further specify the project goals and vision	21	3	
3				
22	Help me reflect on my own interests and goals for the project	22	0	
-3				
23	Jointly further design conflict management and escalation mechanisms	23	-2	
2				
24	Help me voice what my team expects from the other organization	24	1	
2				
25	Develop binding agreements to specify the project plan further	25	-2	
3				
26	Contribute to building trust and respect between the organizations	26	3	
1				
27	Talk about concrete anticipated risks or bottlenecks.	27	0	
3				
28	Jointly discuss and further develop collaboration principles	28	3	
0				
29	Help me understand the interests and goals of members of my	29	-1	
-2				
30	Define the approach to managing the users/ residents/ third	30	-1	
-1				
31	Clarify what the partner organization expects from my team.	31	1	
1				
32	Create the opportunity for informal and fun moments that connect	32	2	
-3				
33	Set the grounds for a culture of collaboration and a good working	33	4	
0				
34	Discuss the schedule, timelines and key milestones for the project	34	0	
3				
35	Jointly define and further develop key performance indicators	35	-1	
1				

36	Create the opportunity for me to voice what I expect from my	36	0
-3			
37	Jointly further design how information and data will be man	37	-3
0			
38	Create and opportunity for the members of my own team to get	38	-1
-1			
39	Talk about technical details and the relevant specifications	39	-3
-2			
40	Jointly define and further develop key performance indicato	40	-2
0			
41	Enable exchanging knowledge about learned lessons and experi	41	0
-1			

Variance = 4.585 St. Dev. = 2.141



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Factor Q-Sort Values for Statements sorted by Consensus vs. Disagreement (Variance across Factor Z-Scores)

		Factor	
Arrays			
No.	Statement	No.	1
2			
4	Design the joint organization further (such as meetings or	4	-1 -1
38	Create and opportunity for the members of my own team to get	38	-1
-1			
29	Help me understand the interests and goals of members of my	29	-1
-2			
21	Jointly discuss and further specify the project goals and v	21	3
3			
31	Clarify what the partner organization expects from my team.	31	1
1			
16	Jointly further design how shared understanding, problem-so	16	1
2			
30	Define the approach to managing the users/ residents/ third	30	-1
-1			
39	Talk about technical details and the relevant specifications	39	-3
-2			
41	Enable exchanging knowledge about learned lessons and experi	41	0
-1			
6	Work on defining shared goals.	6	4
4			
5	Help me gain a better understanding of the interests of the	5	2

2				
12	Clarify the interests and goals of my own organization.	12	1	
-1				
3	Help me understand what the partner organization expects fro	3	2	
0				
24	Help me voice what my team expects from the other organizati	24	1	
2				
19	Discuss and align the business processes of the partner or	19	-1	0
10	Create an opportunity for me to develop myself professionall	10	-2	
-4				
40	Jointly define and further develop key performance indicato	40	-2	
0				
35	Jointly define and further develop key performance indicato	35	-1	
1				
11	Jointly further design how pricing, accountability, invoici	11	-4	
-1				
26	Contribute to building trust and respect between the organiz	26	3	
1				
13	To define what success means for this project.	13	3	
2				
8	Encourage the key individuals of the client and the contrac	8	1	
-2				
17	Create the opportunity for my team to learn from other proje	17	0	
-2				
20	Understand the project context better.	20	1	
4				
34	Discuss the schedule, timelines and key milestones for the p	34	0	
3				
36	Create the opportunity for me to voice what I expect from my	36	0	
-3				
2	Jointly review the contract to clarify its purpose and a	2	-2	1
27	Talk about concrete anticipated risks or bottlenecks.	27	0	
3				
18	Jointly further design how change management, risk manageme	18	-3	
0				
28	Jointly discuss and further develop collaboration principle	28	3	
0				
15	Better understand the collaboration styles and personality	15	2	
-2				
22	Help me reflect on my own interests and goals for the projec	22	0	
-3				
37	Jointly further design how information and data will be man	37	-3	
0				
14	Organize the 'hard side' of the project	14	-3	1
33	Set the grounds for a culture of collaboration and a good wo	33	4	
0				
1	Reflect on the personal interests and goals of the key ind	1	0	-3
23	Jointly further design conflict management and escalation me	23	-2	
2				
9	Specify or complement the contract terms.	9	-4	

1					
25	Develop binding agreements to specify the project plan furth	25		-2	
3					
32	Create the opportunity for informal and fun moments that con	32		2	
-3					
7	Organize the 'soft side' of the project.	7	2	-4	

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Factor Characteristics

	Factors	
	1	2
No. of Defining Variables	6	3
Average Rel. Coef.	0.800	0.800
Composite Reliability	0.960	0.923
S.E. of Factor Z-Scores	0.200	0.277

Standard Errors for Differences in Factor Z-Scores

(Diagonal Entries Are S.E. Within Factors)

Factors	1	2
1	0.283	0.342
2	0.342	0.392

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Distinguishing Statements for Factor 1

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

		Factors			
		1			
2					
No. Statement	No.	Q-SV	Z-SCR		
Q-SV Z-SCR					
33 Set the grounds for a culture of collaboration and a good wo	33	4	1.96*		
0 0.27					
13 To define what success means for this project.	13	3	1.72*		
2 0.68					
28 Jointly discuss and further develop collaboration principle	28	3	1.64*		
0 0.11					
26 Contribute to building trust and respect between the organiz	26	3	1.28*		
1 0.30					
15 Better understand the collaboration styles and personality	15	2	0.98*		
-2 -0.60					
32 Create the opportunity for informal and fun moments that con	32	2	0.94*		
-3 -1.43					
7 Organize the 'soft side' of the project.	7	2	0.89*	-4	
-1.80					
8 Encourage the key individuals of the client and the contrac	8	1	0.35*		
-2 -0.91					
20 Understand the project context better.	20	1	0.33*		
4 1.61					
1 Reflect on the personal interests and goals of the key ind	1	0	0.20*		
-3 -1.68					
34 Discuss the schedule, timelines and key milestones for the p	34	0	0.13*		
3 1.42					
22 Help me reflect on my own interests and goals for the projec	22	0	0.06*		
-3 -1.53					
27 Talk about concrete anticipated risks or bottlenecks.	27	0	0.00*		
3 1.46					
17 Create the opportunity for my team to learn from other proje	17	0	-0.04*		
-2 -1.31					
36 Create the opportunity for me to voice what I expect from my	36	0	-0.28*		
-3 -1.69					
35 Jointly define and further develop key performance indicato	35	-1	-0.37*		
1 0.57					
19 Discuss and align the business processes of the partner or	19	-1	-0.75		
0 -0.03					
23 Jointly further design conflict management and escalation me	23	-2	-0.80*		
2 1.16					
2 Jointly review the contract to clarify its purpose and a	2	-2	-0.85*	1	
0.60					
10 Create an opportunity for me to develop myself professionall	10	-2	-0.93		
-4 -1.72					
40 Jointly define and further develop key performance indicato	40	-2	-0.95		
0 -0.11					
25 Develop binding agreements to specify the project plan furth	25	-2	-1.10*		

3	1.23				
14	Organize the 'hard side' of the project	14	-3	-1.31*	1
0.38					
18	Jointly further design how change management, risk manageme	18	-3	-1.40*	
0	0.08				
37	Jointly further design how information and data will be man	37	-3	-1.45*	
0	0.16				
11	Jointly further design how pricing, accountability, invoici	11	-4	-1.50*	
-1	-0.55				
9	Specify or complement the contract terms.	9	-4	-1.73*	
1	0.30				

↑

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Case1

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Consensus Statements -- Those That Do Not Distinguish Between ANY Pair of Factors.

All Listed Statements are Non-Significant at $P > .01$, and Those Flagged With an * are also Non-Significant at $P > .05$.

Factors

					1
	2				
No.	Statement	No.	Q-SV	Z-SCR	
Q-SV	Z-SCR				
	3* Help me understand what the partner organization expects fro	3	2	0.57	
0	-0.00				
	4* Design the joint organization further (such as meetings or	4	-1	-0.37	
-1	-0.38				
	5* Help me gain a better understanding of the interests of the	5	2	0.76	
2	1.23				
	6* Work on defining shared goals.	6	4	1.88	
4	1.50				
10	Create an opportunity for me to develop myself professionall	10	-2	-0.93	
-4	-1.72				
	12* Clarify the interests and goals of my own organization.	12	1	0.26	
-1	-0.27				
	16* Jointly further design how shared understanding, problem-so	16	1	0.49	
2	0.71				
	19 Discuss and align the business processes of the partner or	19	-1	-0.75	
0	-0.03				

21* Jointly discuss and further specify the project goals and v	21	3	1.29
3			1.31
24* Help me voice what my team expects from the other organizati	24	1	0.33
2			0.90
29* Help me understand the interests and goals of members of my	29	-1	-0.58
-2			-0.57
30* Define the approach to managing the users/ residents/ third	30	-1	-0.40
-1			-0.11
31* Clarify what the partner organization expects from my team.	31	1	0.56
1			0.60
38* Create and opportunity for the members of my own team to get	38	-1	-0.39
-1			-0.38
39* Talk about technical details and the relevant specifications	39	-3	-1.48
-2			-1.20
40 Jointly define and further develop key performance indicato	40	-2	-0.95
0			-0.11
41* Enable exchanging knowledge about learned lessons and experi	41	0	0.06
-1			-0.30

QANALYZE was completet at 09:50:09

Appendix 12-5: FINAL Case2, 2 factor solution

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Case2

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Correlation Matrix Between Sorts

SORTS	1	2	3	4	5	6	7	8	9	10
1 A1	100	44	49	44	68	72	48	66	60	68
2 A2	44	100	45	35	37	40	54	37	53	48
3 A3	49	45	100	31	56	41	56	38	52	53
4 A4	44	35	31	100	57	18	61	45	49	28
5 A5	68	37	56	57	100	40	40	63	53	44
6 A7	72	40	41	18	40	100	29	50	46	49
7 A6	48	54	56	61	40	29	100	34	60	49
8 A8	66	37	38	45	63	50	34	100	55	53
9 A10	60	53	52	49	53	46	60	55	100	65
10 A9	68	48	53	28	44	49	49	53	65	100

Unrotated Factor Matrix

Factors		1	2	3	4	5	6	7
8								
SORTS								
1 A1		0.8535	-0.3080	0.1365	-0.0532	-0.0205	-0.1865	
-0.2001	-0.0821							
2 A2		0.6644	0.1497	-0.4210	-0.2769	-0.3570	0.3786	
-0.0931	-0.0444							
3 A3		0.7110	0.0739	-0.2571	0.6081	-0.0820	0.0252	
0.1004	0.1069							
4 A4		0.6238	0.5580	0.4105	-0.1684	-0.0624	-0.1518	
-0.0368	-0.0269							
5 A5		0.7664	0.0223	0.4284	0.2909	-0.1259	0.1660	
-0.0922	-0.2263							
6 A7		0.6642	-0.5515	-0.0852	-0.1186	-0.3041	-0.3076	
0.1434	0.0034							
7 A6		0.7173	0.4958	-0.2341	-0.0340	0.0107	-0.2825	
-0.0386	0.2015							
8 A8		0.7414	-0.2246	0.3851	-0.1250	0.0959	0.2722	
0.1199	0.3706							
9 A10		0.8140	0.0961	-0.1218	-0.1350	0.2893	0.0417	
0.3819	-0.2445							
10 A9		0.7681	-0.2022	-0.2608	-0.0196	0.4376	0.0369	
-0.2765	-0.0112							
Eigenvalues		5.4100	1.0851	0.9073	0.6117	0.5313	0.4809	
0.3274	0.3100							
% expl.Var.		54	11	9	6	5	5	

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Case2
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Cumulative Communalities Matrix
Factors 1 Thru

	1	2	3	4	5	6	7
8 SORTS							
1 A1	0.7285	0.8234	0.8420	0.8449	0.8453	0.8801	
0.9201	0.9269						
2 A2	0.4414	0.4638	0.6411	0.7178	0.8452	0.9885	
0.9972	0.9991						
3 A3	0.5056	0.5110	0.5771	0.9469	0.9536	0.9542	
0.9643	0.9757						
4 A4	0.3892	0.7005	0.8690	0.8974	0.9013	0.9243	
0.9257	0.9264						
5 A5	0.5874	0.5879	0.7715	0.8561	0.8720	0.8996	
0.9081	0.9593						
6 A7	0.4412	0.7453	0.7526	0.7667	0.8591	0.9537	
0.9743	0.9743						
7 A6	0.5145	0.7603	0.8151	0.8162	0.8164	0.8961	
0.8976	0.9382						
8 A8	0.5496	0.6001	0.7484	0.7640	0.7732	0.8473	
0.8617	0.9991						
9 A10	0.6626	0.6718	0.6866	0.7049	0.7886	0.7903	
0.9362	0.9960						
10 A9	0.5900	0.6309	0.6989	0.6993	0.8908	0.8921	
0.9686	0.9687						
cum% expl.Var.	54	65	74	80	85	90	
94	97						

Factor Matrix with an X Indicating a Defining Sort

Loadings

QSORT	1	2
1 A1	0.8436X	0.3344
2 A2	0.3987	0.5521X
3 A3	0.4839	0.5262X
4 A4	0.0980	0.8312X
5 A5	0.5595X	0.5243
6 A7	0.8629X	0.0266
7 A6	0.2092	0.8465X
8 A8	0.7043X	0.3226

9 A10	0.5463	0.6110X
10 A9	0.7095X	0.3571

% expl.Var.	35	30
-------------	----	----



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Free Distribution Data Results

QSORT	MEAN	ST.DEV.
1 A1	0.000	2.168
2 A2	0.000	2.168
3 A3	0.000	2.168
4 A4	0.000	2.168
5 A5	0.000	2.168
6 A7	0.000	2.168
7 A6	0.000	2.168
8 A8	0.000	2.168
9 A10	0.000	2.168
10 A9	0.000	2.168



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Factor Scores with Corresponding Ranks

Factors

No.	Statement	No.	1
2			
1	Reflect on the personal interests and goals of the k	1	0.08 20 0.19
19			
2	Jointly review the contract to clarify its purpose	2	0.19 18 -0.67
29			
3	Help me understand what the partner organization expec	3	0.47 15
-1.21 36			
4	Design the joint organization further (such as meeti	4	-0.46 28 0.14
20			
5	Help me gain a better understanding of the interests	5	0.98 9
0.28 17			
6	Work on defining shared goals.	6	1.22 6
1.72 2			
7	Organize the 'soft side' of the project.	7	1.05 7 0.91

9									
8	Encourage the key individuals of the client and the c	8	0.24	17					
1.65	3								
9	Specify or complement the contract terms.	9	-1.27	36					
-1.76	41								
10	Create an opportunity for me to develop myself profess	10	-1.45	40					
-1.67	40								
11	Jointly further design how pricing, accountability, i	11	-1.37	37					
-1.62	39								
12	Clarify the interests and goals of my own organization	12	0.03	22					
0.03	21								
13	To define what success means for this project.	13	1.84	2					
1.95	1								
14	Organize the 'hard side' of the project	14	-1.42	39	-0.18				
25									
15	Better understand the collaboration styles and person	15	0.49	14					
0.98	8								
16	Jointly further design how shared understanding, prob	16	0.60	13					
-0.07	22								
17	Create the opportunity for my team to learn from other	17	-0.96	33					
0.57	12								
18	Jointly further design how change management, risk ma	18	-0.70	29					
-0.70	30								
19	Discuss and align the business processes of the part	19	-1.27	35	-0.92				
34									
20	Understand the project context better.	20	0.11	19					
0.84	10								
21	Jointly discuss and further specify the project goals	21	1.24	4					
0.80	11								
22	Help me reflect on my own interests and goals for the	22	-0.26	24					
-0.90	33								
23	Jointly further design conflict management and escalat	23	0.04	21					
-0.64	28								
24	Help me voice what my team expects from the other orga	24	0.76	12					
0.43	14								
25	Develop binding agreements to specify the project plan	25	1.24	5					
-1.56	38								
26	Contribute to building trust and respect between the o	26	1.62	3					
1.18	6								
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.86	31					
0.22	18								
28	Jointly discuss and further develop collaboration pri	28	0.81	11					
1.25	5								
29	Help me understand the interests and goals of members	29	-1.00	34					
0.32	15								
30	Define the approach to managing the users/ residents/	30	-0.77	30					
-0.77	32								
31	Clarify what the partner organization expects from my	31	0.91	10					
-0.73	31								
32	Create the opportunity for informal and fun moments th	32	1.03	8					

1.12	7				
33	Set the grounds for a culture of collaboration and a g	33	1.85	1	
1.46	4				
34	Discuss the schedule, timelines and key milestones for	34	-0.16	23	
-0.14	24				
35	Jointly define and further develop key performance in	35	0.39	16	
0.31	16				
36	Create the opportunity for me to voice what I expect f	36	-1.40	38	
-0.11	23				
37	Jointly further design how information and data will	37	-0.45	27	
-1.48	37				
38	Create and opportunity for the members of my own team	38	-0.95	32	
0.46	13				
39	Talk about technical details and the relevant specific	39	-1.78	41	
-0.97	35				
40	Jointly define and further develop key performance in	40	-0.32	26	
-0.37	27				
41	Enable exchanging knowledge about learned lessons and	41	-0.32	26	
-0.32	26				



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Correlations Between Factor Scores

	1	2
1	1.0000	0.5909
2	0.5909	1.0000



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Factor Scores -- For Factor 1

No.	Statement	No.	Z-SCORES
33	Set the grounds for a culture of collaboration and a good wo	33	1.852
13	To define what success means for this project.	13	1.845
26	Contribute to building trust and respect between the organiz	26	1.620
21	Jointly discuss and further specify the project goals and v	21	1.244

25	Develop binding agreements to specify the project plan further	25	1.235
6	Work on defining shared goals.	6	1.218
7	Organize the 'soft side' of the project.	7	1.054
32	Create the opportunity for informal and fun moments that connect	32	1.027
5	Help me gain a better understanding of the interests of the	5	0.978
31	Clarify what the partner organization expects from my team.	31	0.912
28	Jointly discuss and further develop collaboration principles	28	0.806
24	Help me voice what my team expects from the other organization	24	0.764
16	Jointly further design how shared understanding, problem-solving	16	0.597
15	Better understand the collaboration styles and personality	15	0.489
3	Help me understand what the partner organization expects from	3	0.466
35	Jointly define and further develop key performance indicators	35	0.392
8	Encourage the key individuals of the client and the contractor	8	0.238
2	Jointly review the contract to clarify its purpose and a	2	0.189
20	Understand the project context better.	20	0.107
1	Reflect on the personal interests and goals of the key individuals	1	0.076
23	Jointly further design conflict management and escalation mechanisms	23	0.038
12	Clarify the interests and goals of my own organization.	12	0.031
34	Discuss the schedule, timelines and key milestones for the project	34	-0.159
22	Help me reflect on my own interests and goals for the project	22	-0.264
40	Jointly define and further develop key performance indicators	40	-0.316
41	Enable exchanging knowledge about learned lessons and experiences	41	-0.316
37	Jointly further design how information and data will be managed	37	-0.450
4	Design the joint organization further (such as meetings or	4	-0.462
18	Jointly further design how change management, risk management	18	-0.705
30	Define the approach to managing the users/ residents/ third	30	-0.768
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.865
38	Create an opportunity for the members of my own team to get	38	-0.946
17	Create the opportunity for my team to learn from other projects	17	-0.962
29	Help me understand the interests and goals of members of my	29	-1.003
19	Discuss and align the business processes of the partner organization	19	-1.269
9	Specify or complement the contract terms.	9	-1.270
11	Jointly further design how pricing, accountability, invoicing	11	-1.374
36	Create the opportunity for me to voice what I expect from my	36	-1.395
14	Organize the 'hard side' of the project	14	-1.419
10	Create an opportunity for me to develop myself professionally	10	-1.451
39	Talk about technical details and the relevant specifications	39	-1.782



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Case2

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Factor Scores -- For Factor 2

No.	Statement	No.	Z-SCORES
13	To define what success means for this project.	13	1.952

6	Work on defining shared goals.	6	1.721
8	Encourage the key individuals of the client and the contrac	8	1.646
33	Set the grounds for a culture of collaboration and a good wo	33	1.458
28	Jointly discuss and further develop collaboration principle	28	1.246
26	Contribute to building trust and respect between the organiz	26	1.182
32	Create the opportunity for informal and fun moments that con	32	1.117
15	Better understand the collaboration styles and personality	15	0.978
7	Organize the 'soft side' of the project.	7	0.906
20	Understand the project context better.	20	0.837
21	Jointly discuss and further specify the project goals and v	21	0.802
17	Create the opportunity for my team to learn from other proje	17	0.565
38	Create and opportunity for the members of my own team to get	38	0.460
24	Help me voice what my team expects from the other organizati	24	0.433
29	Help me understand the interests and goals of members of my	29	0.315
35	Jointly define and further develop key performance indicato	35	0.311
5	Help me gain a better understanding of the interests of the	5	0.285
27	Talk about concrete anticipated risks or bottlenecks.	27	0.216
1	Reflect on the personal interests and goals of the key ind	1	0.188
4	Design the joint organization further (such as meetings or	4	0.144
12	Clarify the interests and goals of my own organization.	12	0.034
16	Jointly further design how shared understanding, problem-so	16	-0.074
36	Create the opportunity for me to voice what I expect from my	36	-0.109
34	Discuss the schedule, timelines and key milestones for the p	34	-0.144
14	Organize the 'hard side' of the project	14	-0.180
41	Enable exchanging knowledge about learned lessons and experi	41	-0.316
40	Jointly define and further develop key performance indicato	40	-0.375
23	Jointly further design conflict management and escalation me	23	-0.640
2	Jointly review the contract to clarify its purpose and a	2	-0.667
18	Jointly further design how change management, risk manageme	18	-0.701
31	Clarify what the partner organization expects from my team.	31	-0.726
30	Define the approach to managing the users/ residents/ third	30	-0.769
22	Help me reflect on my own interests and goals for the projec	22	-0.905
19	Discuss and align the business processes of the partner or	19	-0.917
39	Talk about technical details and the relevant specifications	39	-0.973
3	Help me understand what the partner organization expects fro	3	-1.207
37	Jointly further design how information and data will be man	37	-1.479
25	Develop binding agreements to specify the project plan furth	25	-1.565
11	Jointly further design how pricing, accountability, invoici	11	-1.618
10	Create an opportunity for me to develop myself professionall	10	-1.674
9	Specify or complement the contract terms.	9	-1.755



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Descending Array of Differences Between Factors 1 and 2

No.	Statement	No.	Type	1
-----	-----------	-----	------	---

Type 2 Difference

25	Develop binding agreements to specify the project plan furth	25	1.235
-1.565	2.800		
3	Help me understand what the partner organization expects fro	3	0.466
-1.207	1.673		
31	Clarify what the partner organization expects from my team.	31	0.912
-0.726	1.638		
37	Jointly further design how information and data will be man	37	-0.450
-1.479	1.029		
2	Jointly review the contract to clarify its purpose and a	2	0.189
-0.667	0.855		
5	Help me gain a better understanding of the interests of the	5	0.978
0.285	0.693		
23	Jointly further design conflict management and escalation me	23	0.038
-0.640	0.677		
16	Jointly further design how shared understanding, problem-so	16	0.597
-0.074	0.671		
22	Help me reflect on my own interests and goals for the projec	22	-0.264
-0.905	0.640		
9	Specify or complement the contract terms.	9	-1.270
-1.755	0.486		
21	Jointly discuss and further specify the project goals and v	21	1.244
0.802	0.442		
26	Contribute to building trust and respect between the organiz	26	1.620
1.182	0.438		
33	Set the grounds for a culture of collaboration and a good wo	33	1.852
1.458	0.394		
24	Help me voice what my team expects from the other organizati	24	0.764
0.433	0.331		
11	Jointly further design how pricing, accountability, invoici	11	-1.374
-1.618	0.245		
10	Create an opportunity for me to develop myself professionall	10	-1.451
-1.674	0.223		
7	Organize the 'soft side' of the project.	7	1.054
0.906	0.147		
35	Jointly define and further develop key performance indicato	35	0.392
0.311	0.081		
40	Jointly define and further develop key performance indicato	40	-0.316
-0.375	0.058		
30	Define the approach to managing the users/ residents/ third	30	-0.768
-0.769	0.001		
41	Enable exchanging knowledge about learned lessons and experi	41	-0.316
-0.316	-0.000		
12	Clarify the interests and goals of my own organization.	12	0.031
0.034	-0.003		
18	Jointly further design how change management, risk manageme	18	-0.705
-0.701	-0.004		
34	Discuss the schedule, timelines and key milestones for the p	34	-0.159
-0.144	-0.015		

32	Create the opportunity for informal and fun moments that con	32	1.027
1.117	-0.090		
13	To define what success means for this project.	13	1.845
1.952	-0.107		
1	Reflect on the personal interests and goals of the key ind	1	0.076
0.188	-0.113		
19	Discuss and align the business processes of the partner or	19	-1.269
-0.917	-0.352		
28	Jointly discuss and further develop collaboration principle	28	0.806
1.246	-0.440		
15	Better understand the collaboration styles and personality	15	0.489
0.978	-0.489		
6	Work on defining shared goals.	6	1.218
1.721	-0.503		
4	Design the joint organization further (such as meetings or	4	-0.462
0.144	-0.605		
20	Understand the project context better.	20	0.107
0.837	-0.729		
39	Talk about technical details and the relevant specifications	39	-1.782
-0.973	-0.809		
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.865
0.216	-1.081		
14	Organize the 'hard side' of the project	14	-1.419
-0.180	-1.239		
36	Create the opportunity for me to voice what I expect from my	36	-1.395
-0.109	-1.287		
29	Help me understand the interests and goals of members of my	29	-1.003
0.315	-1.319		
38	Create and opportunity for the members of my own team to get	38	-0.946
0.460	-1.406		
8	Encourage the key individuals of the client and the contrac	8	0.238
1.646	-1.408		
17	Create the opportunity for my team to learn from other proje	17	-0.962
0.565	-1.527		



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Case2

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Exact Factor Scores (la SPSS) in Z-Score and T-Score units

Factors

No.	Statement	No.	1
2			
1	Reflect on the personal interests and goals of the k	1	-0.14 49 0.15
51			
2	Jointly review the contract to clarify its purpose	2	0.31 53 -1.17

38									
3	Help me understand what the partner organization expects	3	1.18	62					
-1.39	36								
4	Design the joint organization further (such as meetings)	4	-0.58	44	0.42				
54									
5	Help me gain a better understanding of the interests	5	1.14	61					
-0.03	50								
6	Work on defining shared goals.	6	0.82	58					
1.77	68								
7	Organize the 'soft side' of the project.	7	0.67	57	0.56				
56									
8	Encourage the key individuals of the client and the client's	8	-0.49	45					
1.86	69								
9	Specify or complement the contract terms.	9	-0.76	42					
-1.65	33								
10	Create an opportunity for me to develop myself professionally	10	-1.19	38					
-1.38	36								
11	Jointly further design how pricing, accountability, information	11	-1.05	39					
-1.20	38								
12	Clarify the interests and goals of my own organization	12	0.13	51					
0.36	54								
13	To define what success means for this project.	13	1.14	61					
1.44	64								
14	Organize the 'hard side' of the project	14	-1.09	39	0.29				
53									
15	Better understand the collaboration styles and personalities	15	0.30	53					
0.68	57								
16	Jointly further design how shared understanding, problem	16	0.95	59					
-0.12	49								
17	Create the opportunity for my team to learn from other	17	-1.29	37					
1.08	61								
18	Jointly further design how change management, risk management	18	-0.73	43					
-0.52	45								
19	Discuss and align the business processes of the partner	19	-1.09	39	-0.20				
48									
20	Understand the project context better.	20	0.03	50					
0.73	57								
21	Jointly discuss and further specify the project goals	21	1.28	63					
0.29	53								
22	Help me reflect on my own interests and goals for the	22	-0.25	48					
-0.85	41								
23	Jointly further design conflict management and escalation	23	0.37	54					
-0.84	42								
24	Help me voice what my team expects from the other organization	24	0.92	59					
0.08	51								
25	Develop binding agreements to specify the project plan	25	1.83	68					
-2.46	25								
26	Contribute to building trust and respect between the organizations	26	1.47	65					
0.89	59								
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.89	41					

0.58	56			
28	Jointly discuss and further develop collaboration pri	28	0.44	54
1.22	62			
29	Help me understand the interests and goals of members	29	-1.48	35
0.73	57			
30	Define the approach to managing the users/ residents/	30	-0.76	42
-0.45	45			
31	Clarify what the partner organization expects from my	31	1.43	64
-0.97	40			
32	Create the opportunity for informal and fun moments th	32	0.60	56
0.76	58			
33	Set the grounds for a culture of collaboration and a g	33	1.69	67
1.05	61			
34	Discuss the schedule, timelines and key milestones for	34	-0.29	47
-0.18	48			
35	Jointly define and further develop key performance in	35	0.29	53
0.23	52			
36	Create the opportunity for me to voice what I expect f	36	-1.73	33
0.51	55			
37	Jointly further design how information and data will	37	0.12	51
-1.89	31			
38	Create and opportunity for the members of my own team	38	-1.23	38
0.86	59			
39	Talk about technical details and the relevant specific	39	-1.89	31
-0.65	44			
40	Jointly define and further develop key performance in	40	-0.13	49
-0.32	47			
41	Enable exchanging knowledge about learned lessons and	41	-0.05	49
-0.28	47			



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Factor Q-Sort Values for Each Statement

		Factor		
Arrays				
No.	Statement	No.	1	
2				
1	Reflect on the personal interests and goals of the key ind	1	0	0
2	Jointly review the contract to clarify its purpose and a	2	0	-1
3	Help me understand what the partner organization expects fro	3	1	
-3				
4	Design the joint organization further (such as meetings or	4	-1	0
5	Help me gain a better understanding of the interests of the	5	2	
1				

6	Work on defining shared goals.	6	3	
4				
7	Organize the 'soft side' of the project.	7	2	2
8	Encourage the key individuals of the client and the contrac	8	1	
3				
9	Specify or complement the contract terms.	9	-3	
-4				
10	Create an opportunity for me to develop myself professionall	10	-4	
-4				
11	Jointly further design how pricing, accountability, invoici	11	-3	
-3				
12	Clarify the interests and goals of my own organization.	12	0	
0				
13	To define what success means for this project.	13	4	
4				
14	Organize the 'hard side' of the project	14	-3	-1
15	Better understand the collaboration styles and personality	15	1	
2				
16	Jointly further design how shared understanding, problem-so	16	1	
0				
17	Create the opportunity for my team to learn from other proje	17	-2	
1				
18	Jointly further design how change management, risk manageme	18	-1	
-1				
19	Discuss and align the business processes of the partner or	19	-2	-2
20	Understand the project context better.	20	0	
2				
21	Jointly discuss and further specify the project goals and v	21	3	
2				
22	Help me reflect on my own interests and goals for the projec	22	0	
-2				
23	Jointly further design conflict management and escalation me	23	0	
-1				
24	Help me voice what my team expects from the other organizati	24	1	
1				
25	Develop binding agreements to specify the project plan furth	25	3	
-3				
26	Contribute to building trust and respect between the organiz	26	3	
3				
27	Talk about concrete anticipated risks or bottlenecks.	27	-2	
0				
28	Jointly discuss and further develop collaboration principle	28	2	
3				
29	Help me understand the interests and goals of members of my	29	-2	
1				
30	Define the approach to managing the users/ residents/ third	30	-1	
-2				
31	Clarify what the partner organization expects from my team.	31	2	
-2				
32	Create the opportunity for informal and fun moments that con	32	2	

2				
33	Set the grounds for a culture of collaboration and a good wo	33		4
3				
34	Discuss the schedule, timelines and key milestones for the p	34		0
0				
35	Jointly define and further develop key performance indicato	35		1
1				
36	Create the opportunity for me to voice what I expect from my	36		-3
0				
37	Jointly further design how information and data will be man	37		-1
-3				
38	Create and opportunity for the members of my own team to get	38		-2
1				
39	Talk about technical details and the relevant specifications	39		-4
-2				
40	Jointly define and further develop key performance indicato	40		-1
-1				
41	Enable exchanging knowledge about learned lessons and experi	41		-1
-1				

Variance = 4.585 St. Dev. = 2.141



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Factor Q-Sort Values for Statements sorted by Consensus vs. Disagreement (Variance across Factor Z-Scores)

			Factor
Arrays			
No.	Statement	No.	1
2			
41	Enable exchanging knowledge about learned lessons and experi	41	-1
-1			
30	Define the approach to managing the users/ residents/ third	30	-1
-2			
12	Clarify the interests and goals of my own organization.	12	0
0			
18	Jointly further design how change management, risk manageme	18	-1
-1			
34	Discuss the schedule, timelines and key milestones for the p	34	0
0			
40	Jointly define and further develop key performance indicato	40	-1
-1			
35	Jointly define and further develop key performance indicato	35	1

1				
32	Create the opportunity for informal and fun moments that con	32	2	
2				
13	To define what success means for this project.	13	4	
4				
1	Reflect on the personal interests and goals of the key ind	1	0	0
7	Organize the 'soft side' of the project.	7	2	2
10	Create an opportunity for me to develop myself professional	10	-4	
-4				
11	Jointly further design how pricing, accountability, invoici	11	-3	
-3				
24	Help me voice what my team expects from the other organizati	24	1	
1				
19	Discuss and align the business processes of the partner or	19	-2	-2
33	Set the grounds for a culture of collaboration and a good wo	33	4	
3				
26	Contribute to building trust and respect between the organiz	26	3	
3				
28	Jointly discuss and further develop collaboration principle	28	2	
3				
21	Jointly discuss and further specify the project goals and v	21	3	
2				
9	Specify or complement the contract terms.	9	-3	
-4				
15	Better understand the collaboration styles and personality	15	1	
2				
6	Work on defining shared goals.	6	3	
4				
4	Design the joint organization further (such as meetings or	4	-1	0
22	Help me reflect on my own interests and goals for the projec	22	0	
-2				
16	Jointly further design how shared understanding, problem-so	16	1	
0				
23	Jointly further design conflict management and escalation me	23	0	
-1				
5	Help me gain a better understanding of the interests of the	5	2	
1				
20	Understand the project context better.	20	0	
2				
39	Talk about technical details and the relevant specifications	39	-4	
-2				
2	Jointly review the contract to clarify its purpose and a	2	0	-1
37	Jointly further design how information and data will be man	37	-1	
-3				
27	Talk about concrete anticipated risks or bottlenecks.	27	-2	
0				
14	Organize the 'hard side' of the project	14	-3	-1
36	Create the opportunity for me to voice what I expect from my	36	-3	
0				
29	Help me understand the interests and goals of members of my	29	-2	

1				
38	Create and opportunity for the members of my own team to get	38		-2
1				
8	Encourage the key individuals of the client and the contrac	8		1
3				
17	Create the opportunity for my team to learn from other proje	17		-2
1				
31	Clarify what the partner organization expects from my team.	31		2
-2				
3	Help me understand what the partner organization expects fro	3		1
-3				
25	Develop binding agreements to specify the project plan furth	25		3
-3				

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Factor Characteristics

	Factors	
	1	2
No. of Defining Variables	5	5
Average Rel. Coef.	0.800	0.800
Composite Reliability	0.952	0.952
S.E. of Factor Z-Scores	0.218	0.218

Standard Errors for Differences in Factor Z-Scores

(Diagonal Entries Are S.E. Within Factors)

Factors	1	2
1	0.309	0.309
2	0.309	0.309

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Distinguishing Statements for Factor 1

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

		Factors	
		1	
No.	Statement	Q-SV	Z-SCR
25	Develop binding agreements to specify the project plan further	3	1.24*
-3	-1.56		
5	Help me gain a better understanding of the interests of the	2	0.98
1	0.28		
31	Clarify what the partner organization expects from my team.	2	0.91*
-2	-0.73		
16	Jointly further design how shared understanding, problem-so	1	0.60
0	-0.07		
3	Help me understand what the partner organization expects from	1	0.47*
-3	-1.21		
8	Encourage the key individuals of the client and the contract	1	0.24*
3	1.65		
2	Jointly review the contract to clarify its purpose and a	0	0.19*
-0.67			-1
20	Understand the project context better.	0	0.11
2	0.84		
23	Jointly further design conflict management and escalation me	0	0.04
-1	-0.64		
22	Help me reflect on my own interests and goals for the project	0	-0.26
-2	-0.90		
37	Jointly further design how information and data will be managed	-1	-0.45*
-3	-1.48		
4	Design the joint organization further (such as meetings or	-1	-0.46
0	0.14		
27	Talk about concrete anticipated risks or bottlenecks.	-2	-0.86*
0	0.22		
38	Create and opportunity for the members of my own team to get	-2	-0.95*
1	0.46		
17	Create the opportunity for my team to learn from other projects	-2	-0.96*
1	0.57		
29	Help me understand the interests and goals of members of my	-2	-1.00*
1	0.32		
36	Create the opportunity for me to voice what I expect from my	-3	-1.40*
0	-0.11		
14	Organize the 'hard side' of the project	-3	-1.42*
-0.18			-1

39 Talk about technical details and the relevant specifications 39 -4 -1.78*
 -2 -0.97



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Consensus Statements -- Those That Do Not Distinguish Between ANY Pair of Factors.

All Listed Statements are Non-Significant at $P > .01$, and Those Flagged With an * are also Non-Significant at $P > .05$.

Factors

		1		
2				
No.	Statement	No.	Q-SV	Z-SCR
Q-SV	Z-SCR			
1*	Reflect on the personal interests and goals of the key ind	1	0	0.08
0	0.19			
4	Design the joint organization further (such as meetings or	4	-1	-0.46
0	0.14			
5	Help me gain a better understanding of the interests of the	5	2	0.98
1	0.28			
6*	Work on defining shared goals.	6	3	1.22
4	1.72			
7*	Organize the 'soft side' of the project.	7	2	1.05
2	0.91			
9*	Specify or complement the contract terms.	9	-3	-1.27
-4	-1.76			
10*	Create an opportunity for me to develop myself professionall	10	-4	-1.45
-4	-1.67			
11*	Jointly further design how pricing, accountability, invoici	11	-3	-1.37
-3	-1.62			
12*	Clarify the interests and goals of my own organization.	12	0	0.03
0	0.03			
13*	To define what success means for this project.	13	4	1.84
4	1.95			
15*	Better understand the collaboration styles and personality	15	1	0.49
2	0.98			
16	Jointly further design how shared understanding, problem-so	16	1	0.60
0	-0.07			
18*	Jointly further design how change management, risk manageme	18	-1	-0.70

-1 -0.70		
19* Discuss and align the business processes of the partner or	19	-2 -1.27
-2 -0.92		
20 Understand the project context better.	20	0 0.11
2 0.84		
21* Jointly discuss and further specify the project goals and v	21	3 1.24
2 0.80		
22 Help me reflect on my own interests and goals for the projec	22	0 -0.26
-2 -0.90		
23 Jointly further design conflict management and escalation me	23	0 0.04
-1 -0.64		
24* Help me voice what my team expects from the other organizati	24	1 0.76
1 0.43		
26* Contribute to building trust and respect between the organiz	26	3 1.62
3 1.18		
28* Jointly discuss and further develop collaboration principle	28	2 0.81
3 1.25		
30* Define the approach to managing the users/ residents/ third	30	-1 -0.77
-2 -0.77		
32* Create the opportunity for informal and fun moments that con	32	2 1.03
2 1.12		
33* Set the grounds for a culture of collaboration and a good wo	33	4 1.85
3 1.46		
34* Discuss the schedule, timelines and key milestones for the p	34	0 -0.16
0 -0.14		
35* Jointly define and further develop key performance indicato	35	1 0.39
1 0.31		
40* Jointly define and further develop key performance indicato	40	-1 -0.32
-1 -0.37		
41* Enable exchanging knowledge about learned lessons and experi	41	-1 -0.32
-1 -0.32		

QANALYZE was completet at 12:02:47

Appendix 12-6: Case 2, 3 factor solution

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Case2

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Correlation Matrix Between Sorts

SORTS	1	2	3	4	5	6	7	8	9	10
1 A1	100	44	49	44	68	72	48	66	60	68
2 A2	44	100	45	35	37	40	54	37	53	48
3 A3	49	45	100	31	56	41	56	38	52	53
4 A4	44	35	31	100	57	18	61	45	49	28
5 A5	68	37	56	57	100	40	40	63	53	44
6 A7	72	40	41	18	40	100	29	50	46	49
7 A6	48	54	56	61	40	29	100	34	60	49
8 A8	66	37	38	45	63	50	34	100	55	53
9 A10	60	53	52	49	53	46	60	55	100	65
10 A9	68	48	53	28	44	49	49	53	65	100

Unrotated Factor Matrix

Factors		1	2	3	4	5	6	7
8								
SORTS								
1 A1		0.8535	-0.3080	0.1365	-0.0532	-0.0205	-0.1865	
-0.2001	-0.0821							
2 A2		0.6644	0.1497	-0.4210	-0.2769	-0.3570	0.3786	
-0.0931	-0.0444							
3 A3		0.7110	0.0739	-0.2571	0.6081	-0.0820	0.0252	
0.1004	0.1069							
4 A4		0.6238	0.5580	0.4105	-0.1684	-0.0624	-0.1518	
-0.0368	-0.0269							
5 A5		0.7664	0.0223	0.4284	0.2909	-0.1259	0.1660	
-0.0922	-0.2263							
6 A7		0.6642	-0.5515	-0.0852	-0.1186	-0.3041	-0.3076	
0.1434	0.0034							
7 A6		0.7173	0.4958	-0.2341	-0.0340	0.0107	-0.2825	
-0.0386	0.2015							
8 A8		0.7414	-0.2246	0.3851	-0.1250	0.0959	0.2722	
0.1199	0.3706							
9 A10		0.8140	0.0961	-0.1218	-0.1350	0.2893	0.0417	
0.3819	-0.2445							
10 A9		0.7681	-0.2022	-0.2608	-0.0196	0.4376	0.0369	
-0.2765	-0.0112							
Eigenvalues		5.4100	1.0851	0.9073	0.6117	0.5313	0.4809	
0.3274	0.3100							
% expl.Var.		54	11	9	6	5	5	

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Cumulative Communalities Matrix
 Factors 1 Thru

		1	2	3	4	5	6	7
8								
SORTS								
1 A1		0.7285	0.8234	0.8420	0.8449	0.8453	0.8801	
0.9201	0.9269							
2 A2		0.4414	0.4638	0.6411	0.7178	0.8452	0.9885	
0.9972	0.9991							
3 A3		0.5056	0.5110	0.5771	0.9469	0.9536	0.9542	
0.9643	0.9757							
4 A4		0.3892	0.7005	0.8690	0.8974	0.9013	0.9243	
0.9257	0.9264							
5 A5		0.5874	0.5879	0.7715	0.8561	0.8720	0.8996	
0.9081	0.9593							
6 A7		0.4412	0.7453	0.7526	0.7667	0.8591	0.9537	
0.9743	0.9743							
7 A6		0.5145	0.7603	0.8151	0.8162	0.8164	0.8961	
0.8976	0.9382							
8 A8		0.5496	0.6001	0.7484	0.7640	0.7732	0.8473	
0.8617	0.9991							
9 A10		0.6626	0.6718	0.6866	0.7049	0.7886	0.7903	
0.9362	0.9960							
10 A9		0.5900	0.6309	0.6989	0.6993	0.8908	0.8921	
0.9686	0.9687							
cum% expl.Var.		54	65	74	80	85	90	
94	97							

Factor Matrix with an X Indicating a Defining Sort

Loadings

QSORT	1	2	3
1 A1	0.7957X	0.3281	0.3182
2 A2	0.2320	0.7608X	0.0920
3 A3	0.3478	0.6491X	0.1866
4 A4	0.0455	0.3073	0.8789X
5 A5	0.5431	0.1908	0.6635X
6 A7	0.8207X	0.2753	-0.0572
7 A6	0.0373	0.7893X	0.4366
8 A8	0.7060X	0.1160	0.4864

9 A10	0.4200	0.6279X	0.3406
10 A9	0.5916X	0.5878	0.0589

% expl.Var.	28	27	19
-------------	----	----	----



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Free Distribution Data Results

QSORT	MEAN	ST.DEV.
1 A1	0.000	2.168
2 A2	0.000	2.168
3 A3	0.000	2.168
4 A4	0.000	2.168
5 A5	0.000	2.168
6 A7	0.000	2.168
7 A6	0.000	2.168
8 A8	0.000	2.168
9 A10	0.000	2.168
10 A9	0.000	2.168



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Factor Scores with Corresponding Ranks

Factors

No.	Statement	No.	1
2	3		
1	Reflect on the personal interests and goals of the k	1	0.15 20 -0.70
30	1.15 6		
2	Jointly review the contract to clarify its purpose	2	0.24 17 -0.42
26	-0.62 30		
3	Help me understand what the partner organization expec	3	0.48 15
-0.78	32 -0.65 31		
4	Design the joint organization further (such as meeti	4	-0.50 28 -0.11
24	0.50 15		
5	Help me gain a better understanding of the interests	5	0.97 9
0.30	17 0.50 15		
6	Work on defining shared goals.	6	1.14 6
1.63	1 1.62 4		
7	Organize the 'soft side' of the project.	7	0.99 8 0.39

16	1.39	5							
8	Encourage the key individuals of the client and the c	8	0.24	18					
1.37	4	1.89	2						
9	Specify or complement the contract terms.	9	-1.15	35					
-1.44	38	-2.01	41						
10	Create an opportunity for me to develop myself profess	10	-1.41	39					
-1.88	41	-1.39	37						
11	Jointly further design how pricing, accountability, i	11	-1.43	40					
-1.56	40	-0.89	35						
12	Clarify the interests and goals of my own organization	12	-0.10	23					
0.27	18	0.35	17						
13	To define what success means for this project.	13	1.77	2					
1.58	2	1.89	2						
14	Organize the 'hard side' of the project	14	-1.40	38	0.57				
14	-1.51	38							
15	Better understand the collaboration styles and person	15	0.62	13					
0.69	12	0.53	12						
16	Jointly further design how shared understanding, prob	16	0.50	14					
0.83	10	-0.53	29						
17	Create the opportunity for my team to learn from other	17	-1.03	34					
0.21	20	0.38	16						
18	Jointly further design how change management, risk ma	18	-0.76	29					
-0.70	29	-0.50	28						
19	Discuss and align the business processes of the part	19	-1.31	36	-1.16				
34	0.12	19							
20	Understand the project context better.	20	0.20	19					
1.29	6	-0.35	26						
21	Jointly discuss and further specify the project goals	21	1.24	5					
1.32	5	-0.27	24						
22	Help me reflect on my own interests and goals for the	22	-0.30	25					
-1.39	37	0.00	22						
23	Jointly further design conflict management and escalat	23	0.10	21					
-0.23	25	-1.27	36						
24	Help me voice what my team expects from the other orga	24	0.86	11					
0.67	13	0.00	22						
25	Develop binding agreements to specify the project plan	25	1.37	4					
-1.24	36	-1.65	40						
26	Contribute to building trust and respect between the o	26	1.61	3					
1.37	3	1.12	7						
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.97	32					
0.75	11	-0.50	28						
28	Jointly discuss and further develop collaboration pri	28	0.76	12					
1.12	8	1.00	8						
29	Help me understand the interests and goals of members	29	-1.00	33					
-0.52	28	0.65	9						
30	Define the approach to managing the users/ residents/	30	-0.88	31					
-1.20	35	0.00	22						
31	Clarify what the partner organization expects from my	31	0.93	10					
-0.50	27	-0.15	23						
32	Create the opportunity for informal and fun moments th	32	1.00	7					

0.93	9	0.62	10			
33	Set the grounds for a culture of collaboration and a g	33	1.80	1		
1.26	7	1.62	4			
34	Discuss the schedule, timelines and key milestones for	34	-0.07	22		
-0.06	23	-0.35	26			
35	Jointly define and further develop key performance in	35	0.40	16		
0.27	19	0.50	15			
36	Create the opportunity for me to voice what I expect f	36	-1.40	37		
-0.78	31	0.53	12			
37	Jointly further design how information and data will	37	-0.26	24		
-1.16	34	-1.62	39			
38	Create and opportunity for the members of my own team	38	-0.87	30		
0.49	15	0.15	18			
39	Talk about technical details and the relevant specific	39	-1.78	41		
-1.48	39	-0.74	32			
40	Jointly define and further develop key performance in	40	-0.39	27		
0.00	21	-0.77	34			
41	Enable exchanging knowledge about learned lessons and	41	-0.39	27		
-0.03	22	-0.77	34			

↑
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Correlations Between Factor Scores

	1	2	3
1	1.0000	0.6266	0.4787
2	0.6266	1.0000	0.6035
3	0.4787	0.6035	1.0000

↑
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Factor Scores -- For Factor 1

No.	Statement	No.	Z-SCORES
33	Set the grounds for a culture of collaboration and a good wo	33	1.804
13	To define what success means for this project.	13	1.769

26	Contribute to building trust and respect between the organiz	26	1.609
25	Develop binding agreements to specify the project plan furth	25	1.375
21	Jointly discuss and further specify the project goals and v	21	1.239
6	Work on defining shared goals.	6	1.139
32	Create the opportunity for informal and fun moments that con	32	1.001
7	Organize the 'soft side' of the project.	7	0.989
5	Help me gain a better understanding of the interests of the	5	0.974
31	Clarify what the partner organization expects from my team.	31	0.927
24	Help me voice what my team expects from the other organizati	24	0.856
28	Jointly discuss and further develop collaboration principle	28	0.764
15	Better understand the collaboration styles and personality	15	0.623
16	Jointly further design how shared understanding, problem-so	16	0.503
3	Help me understand what the partner organization expects fro	3	0.483
35	Jointly define and further develop key performance indicato	35	0.401
2	Jointly review the contract to clarify its purpose and a	2	0.240
8	Encourage the key individuals of the client and the contrac	8	0.239
20	Understand the project context better.	20	0.200
1	Reflect on the personal interests and goals of the key ind	1	0.147
23	Jointly further design conflict management and escalation me	23	0.097
34	Discuss the schedule, timelines and key milestones for the p	34	-0.065
12	Clarify the interests and goals of my own organization.	12	-0.097
37	Jointly further design how information and data will be man	37	-0.255
22	Help me reflect on my own interests and goals for the projec	22	-0.303
40	Jointly define and further develop key performance indicato	40	-0.386
41	Enable exchanging knowledge about learned lessons and experi	41	-0.386
4	Design the joint organization further (such as meetings or	4	-0.503
18	Jointly further design how change management, risk manageme	18	-0.759
38	Create and opportunity for the members of my own team to get	38	-0.865
30	Define the approach to managing the users/ residents/ third	30	-0.883
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.965
29	Help me understand the interests and goals of members of my	29	-1.001
17	Create the opportunity for my team to learn from other proje	17	-1.028
9	Specify or complement the contract terms.	9	-1.153
19	Discuss and align the business processes of the partner or	19	-1.313
36	Create the opportunity for me to voice what I expect from my	36	-1.401
14	Organize the 'hard side' of the project	14	-1.402
10	Create an opportunity for me to develop myself professionall	10	-1.407
11	Jointly further design how pricing, accountability, invoici	11	-1.430
39	Talk about technical details and the relevant specifications	39	-1.777



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Factor Scores -- For Factor 2

No.	Statement	No.	Z-SCORES
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6	Work on defining shared goals.	6	1.628
13	To define what success means for this project.	13	1.581
26	Contribute to building trust and respect between the organiz	26	1.374
8	Encourage the key individuals of the client and the contrac	8	1.368
21	Jointly discuss and further specify the project goals and v	21	1.321
20	Understand the project context better.	20	1.295
33	Set the grounds for a culture of collaboration and a good wo	33	1.263
28	Jointly discuss and further develop collaboration principle	28	1.120
32	Create the opportunity for informal and fun moments that con	32	0.929
16	Jointly further design how shared understanding, problem-so	16	0.830
27	Talk about concrete anticipated risks or bottlenecks.	27	0.752
15	Better understand the collaboration styles and personality	15	0.691
24	Help me voice what my team expects from the other organizati	24	0.672
14	Organize the 'hard side' of the project	14	0.567
38	Create and opportunity for the members of my own team to get	38	0.493
7	Organize the 'soft side' of the project.	7	0.390
5	Help me gain a better understanding of the interests of the	5	0.305
12	Clarify the interests and goals of my own organization.	12	0.272
35	Jointly define and further develop key performance indicato	35	0.266
17	Create the opportunity for my team to learn from other proje	17	0.215
40	Jointly define and further develop key performance indicato	40	0.000
41	Enable exchanging knowledge about learned lessons and experi	41	-0.031
34	Discuss the schedule, timelines and key milestones for the p	34	-0.058
4	Design the joint organization further (such as meetings or	4	-0.112
23	Jointly further design conflict management and escalation me	23	-0.225
2	Jointly review the contract to clarify its purpose and a	2	-0.425
31	Clarify what the partner organization expects from my team.	31	-0.499
29	Help me understand the interests and goals of members of my	29	-0.521
18	Jointly further design how change management, risk manageme	18	-0.697
1	Reflect on the personal interests and goals of the key ind	1	-0.703
36	Create the opportunity for me to voice what I expect from my	36	-0.777
3	Help me understand what the partner organization expects fro	3	-0.784
19	Discuss and align the business processes of the partner or	19	-1.160
37	Jointly further design how information and data will be man	37	-1.160
30	Define the approach to managing the users/ residents/ third	30	-1.198
25	Develop binding agreements to specify the project plan furth	25	-1.238
22	Help me reflect on my own interests and goals for the projec	22	-1.391
9	Specify or complement the contract terms.	9	-1.442
39	Talk about technical details and the relevant specifications	39	-1.477
11	Jointly further design how pricing, accountability, invoici	11	-1.558
10	Create an opportunity for me to develop myself professionall	10	-1.875



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Factor Scores -- For Factor 3

No.	Statement	No.	Z-SCORES
8	Encourage the key individuals of the client and the contrac	8	1.889
13	To define what success means for this project.	13	1.889
6	Work on defining shared goals.	6	1.623
33	Set the grounds for a culture of collaboration and a good wo	33	1.623
7	Organize the 'soft side' of the project.	7	1.387
1	Reflect on the personal interests and goals of the key ind	1	1.152
26	Contribute to building trust and respect between the organiz	26	1.121
28	Jointly discuss and further develop collaboration principle	28	1.003
29	Help me understand the interests and goals of members of my	29	0.650
32	Create the opportunity for informal and fun moments that con	32	0.620
15	Better understand the collaboration styles and personality	15	0.532
36	Create the opportunity for me to voice what I expect from my	36	0.532
5	Help me gain a better understanding of the interests of the	5	0.502
4	Design the joint organization further (such as meetings or	4	0.502
35	Jointly define and further develop key performance indicato	35	0.502
17	Create the opportunity for my team to learn from other proje	17	0.384
12	Clarify the interests and goals of my own organization.	12	0.353
38	Create and opportunity for the members of my own team to get	38	0.148
19	Discuss and align the business processes of the partner or	19	0.118
22	Help me reflect on my own interests and goals for the projec	22	0.000
24	Help me voice what my team expects from the other organizati	24	0.000
30	Define the approach to managing the users/ residents/ third	30	0.000
31	Clarify what the partner organization expects from my team.	31	-0.148
21	Jointly discuss and further specify the project goals and v	21	-0.266
20	Understand the project context better.	20	-0.353
34	Discuss the schedule, timelines and key milestones for the p	34	-0.353
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.502
18	Jointly further design how change management, risk manageme	18	-0.502
16	Jointly further design how shared understanding, problem-so	16	-0.532
2	Jointly review the contract to clarify its purpose and a	2	-0.620
3	Help me understand what the partner organization expects fro	3	-0.650
39	Talk about technical details and the relevant specifications	39	-0.737
40	Jointly define and further develop key performance indicato	40	-0.768
41	Enable exchanging knowledge about learned lessons and experi	41	-0.768
11	Jointly further design how pricing, accountability, invoici	11	-0.886
23	Jointly further design conflict management and escalation me	23	-1.270
10	Create an opportunity for me to develop myself professionall	10	-1.387
14	Organize the 'hard side' of the project	14	-1.505
37	Jointly further design how information and data will be man	37	-1.623
25	Develop binding agreements to specify the project plan furth	25	-1.654
9	Specify or complement the contract terms.	9	-2.007



Descending Array of Differences Between Factors 1 and 2

No.	Statement	No.	Type	1
Type	2 Difference			
25	Develop binding agreements to specify the project plan furth	25		1.375
-1.238	2.613			
31	Clarify what the partner organization expects from my team.	31		0.927
-0.499	1.426			
3	Help me understand what the partner organization expects fro	3		0.483
-0.784	1.266			
22	Help me reflect on my own interests and goals for the projec	22		-0.303
-1.391	1.088			
37	Jointly further design how information and data will be man	37		-0.255
-1.160	0.905			
1	Reflect on the personal interests and goals of the key ind	1		0.147
-0.703	0.850			
5	Help me gain a better understanding of the interests of the	5		0.974
0.305	0.669			
2	Jointly review the contract to clarify its purpose and a	2		0.240
-0.425	0.665			
7	Organize the 'soft side' of the project.	7		0.989
0.390	0.599			
33	Set the grounds for a culture of collaboration and a good wo	33		1.804
1.263	0.540			
10	Create an opportunity for me to develop myself professionall	10		-1.407
-1.875	0.469			
23	Jointly further design conflict management and escalation me	23		0.097
-0.225	0.322			
30	Define the approach to managing the users/ residents/ third	30		-0.883
-1.198	0.314			
9	Specify or complement the contract terms.	9		-1.153
-1.442	0.289			
26	Contribute to building trust and respect between the organiz	26		1.609
1.374	0.235			
13	To define what success means for this project.	13		1.769
1.581	0.188			
24	Help me voice what my team expects from the other organizati	24		0.856
0.672	0.185			
35	Jointly define and further develop key performance indicato	35		0.401
0.266	0.135			
11	Jointly further design how pricing, accountability, invoici	11		-1.430
-1.558	0.128			
32	Create the opportunity for informal and fun moments that con	32		1.001
0.929	0.072			
34	Discuss the schedule, timelines and key milestones for the p	34		-0.065
-0.058	-0.007			
18	Jointly further design how change management, risk manageme	18		-0.759

-0.697	-0.063		
15	Better understand the collaboration styles and personality	15	0.623
0.691	-0.067		
21	Jointly discuss and further specify the project goals and v	21	1.239
1.321	-0.083		
19	Discuss and align the business processes of the partner or	19	-1.313
-1.160	-0.153		
39	Talk about technical details and the relevant specifications	39	-1.777
-1.477	-0.300		
16	Jointly further design how shared understanding, problem-so	16	0.503
0.830	-0.327		
41	Enable exchanging knowledge about learned lessons and experi	41	-0.386
-0.031	-0.354		
28	Jointly discuss and further develop collaboration principle	28	0.764
1.120	-0.355		
12	Clarify the interests and goals of my own organization.	12	-0.097
0.272	-0.369		
40	Jointly define and further develop key performance indicato	40	-0.386
0.000	-0.386		
4	Design the joint organization further (such as meetings or	4	-0.503
-0.112	-0.391		
29	Help me understand the interests and goals of members of my	29	-1.001
-0.521	-0.480		
6	Work on defining shared goals.	6	1.139
1.628	-0.490		
36	Create the opportunity for me to voice what I expect from my	36	-1.401
-0.777	-0.625		
20	Understand the project context better.	20	0.200
1.295	-1.095		
8	Encourage the key individuals of the client and the contrac	8	0.239
1.368	-1.129		
17	Create the opportunity for my team to learn from other proje	17	-1.028
0.215	-1.243		
38	Create and opportunity for the members of my own team to get	38	-0.865
0.493	-1.358		
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.965
0.752	-1.717		
14	Organize the 'hard side' of the project	14	-1.402
0.567	-1.969		



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Case2

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Descending Array of Differences Between Factors 1 and 3

No.	Statement	No.	Type	1
Type	3 Difference			

25	Develop binding agreements to specify the project plan further	25	1.375
-1.654	3.028		
21	Jointly discuss and further specify the project goals and v	21	1.239
-0.266	1.505		
37	Jointly further design how information and data will be man	37	-0.255
-1.623	1.368		
23	Jointly further design conflict management and escalation me	23	0.097
-1.270	1.367		
3	Help me understand what the partner organization expects fro	3	0.483
-0.650	1.133		
31	Clarify what the partner organization expects from my team.	31	0.927
-0.148	1.075		
16	Jointly further design how shared understanding, problem-so	16	0.503
-0.532	1.035		
2	Jointly review the contract to clarify its purpose and a	2	0.240
-0.620	0.859		
24	Help me voice what my team expects from the other organizati	24	0.856
0.000	0.856		
9	Specify or complement the contract terms.	9	-1.153
-2.007	0.854		
20	Understand the project context better.	20	0.200
-0.353	0.553		
26	Contribute to building trust and respect between the organiz	26	1.609
1.121	0.488		
5	Help me gain a better understanding of the interests of the	5	0.974
0.502	0.472		
40	Jointly define and further develop key performance indicato	40	-0.386
-0.768	0.382		
41	Enable exchanging knowledge about learned lessons and experi	41	-0.386
-0.768	0.382		
32	Create the opportunity for informal and fun moments that con	32	1.001
0.620	0.382		
34	Discuss the schedule, timelines and key milestones for the p	34	-0.065
-0.353	0.288		
33	Set the grounds for a culture of collaboration and a good wo	33	1.804
1.623	0.181		
14	Organize the 'hard side' of the project	14	-1.402
-1.505	0.103		
15	Better understand the collaboration styles and personality	15	0.623
0.532	0.091		
10	Create an opportunity for me to develop myself professionall	10	-1.407
-1.387	-0.019		
35	Jointly define and further develop key performance indicato	35	0.401
0.502	-0.101		
13	To define what success means for this project.	13	1.769
1.889	-0.120		
28	Jointly discuss and further develop collaboration principle	28	0.764
1.003	-0.239		
18	Jointly further design how change management, risk manageme	18	-0.759

-0.502	-0.257			
22	Help me reflect on my own interests and goals for the projec	22	-0.303	
0.000	-0.303			
7	Organize the 'soft side' of the project.	7	0.989	
1.387	-0.398			
12	Clarify the interests and goals of my own organization.	12	-0.097	
0.353	-0.450			
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.965	
-0.502	-0.464			
6	Work on defining shared goals.	6	1.139	
1.623	-0.484			
11	Jointly further design how pricing, accountability, invoici	11	-1.430	
-0.886	-0.544			
30	Define the approach to managing the users/ residents/ third	30	-0.883	
0.000	-0.883			
1	Reflect on the personal interests and goals of the key ind	1	0.147	
1.152	-1.005			
4	Design the joint organization further (such as meetings or	4	-0.503	
0.502	-1.005			
38	Create and opportunity for the members of my own team to get	38	-0.865	
0.148	-1.014			
39	Talk about technical details and the relevant specifications	39	-1.777	
-0.737	-1.040			
17	Create the opportunity for my team to learn from other proje	17	-1.028	
0.384	-1.412			
19	Discuss and align the business processes of the partner or	19	-1.313	
0.118	-1.431			
8	Encourage the key individuals of the client and the contrac	8	0.239	
1.889	-1.650			
29	Help me understand the interests and goals of members of my	29	-1.001	
0.650	-1.651			
36	Create the opportunity for me to voice what I expect from my	36	-1.401	
0.532	-1.934			



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Case2

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Descending Array of Differences Between Factors 2 and 3

No.	Statement	No.	Type	2
Type	3 Difference			
14	Organize the 'hard side' of the project	14	0.567	
-1.505	2.072			
20	Understand the project context better.	20	1.295	
-0.353	1.648			
21	Jointly discuss and further specify the project goals and v	21	1.321	

-0.266	1.588		
16	Jointly further design how shared understanding, problem-so	16	0.830
-0.532	1.362		
27	Talk about concrete anticipated risks or bottlenecks.	27	0.752
-0.502	1.253		
23	Jointly further design conflict management and escalation me	23	-0.225
-1.270	1.045		
40	Jointly define and further develop key performance indicato	40	0.000
-0.768	0.768		
41	Enable exchanging knowledge about learned lessons and experi	41	-0.031
-0.768	0.737		
24	Help me voice what my team expects from the other organizati	24	0.672
0.000	0.672		
9	Specify or complement the contract terms.	9	-1.442
-2.007	0.565		
37	Jointly further design how information and data will be man	37	-1.160
-1.623	0.463		
25	Develop binding agreements to specify the project plan furth	25	-1.238
-1.654	0.415		
38	Create and opportunity for the members of my own team to get	38	0.493
0.148	0.344		
32	Create the opportunity for informal and fun moments that con	32	0.929
0.620	0.310		
34	Discuss the schedule, timelines and key milestones for the p	34	-0.058
-0.353	0.295		
26	Contribute to building trust and respect between the organiz	26	1.374
1.121	0.253		
2	Jointly review the contract to clarify its purpose and a	2	-0.425
-0.620	0.195		
15	Better understand the collaboration styles and personality	15	0.691
0.532	0.158		
28	Jointly discuss and further develop collaboration principle	28	1.120
1.003	0.116		
6	Work on defining shared goals.	6	1.628
1.623	0.005		
12	Clarify the interests and goals of my own organization.	12	0.272
0.353	-0.081		
3	Help me understand what the partner organization expects fro	3	-0.784
-0.650	-0.133		
17	Create the opportunity for my team to learn from other proje	17	0.215
0.384	-0.169		
18	Jointly further design how change management, risk manageme	18	-0.697
-0.502	-0.195		
5	Help me gain a better understanding of the interests of the	5	0.305
0.502	-0.197		
35	Jointly define and further develop key performance indicato	35	0.266
0.502	-0.236		
13	To define what success means for this project.	13	1.581
1.889	-0.308		
31	Clarify what the partner organization expects from my team.	31	-0.499

-0.148	-0.350		
33	Set the grounds for a culture of collaboration and a good wo	33	1.263
1.623	-0.360		
10	Create an opportunity for me to develop myself professionall	10	-1.875
-1.387	-0.488		
8	Encourage the key individuals of the client and the contrac	8	1.368
1.889	-0.521		
4	Design the joint organization further (such as meetings or	4	-0.112
0.502	-0.614		
11	Jointly further design how pricing, accountability, invoici	11	-1.558
-0.886	-0.673		
39	Talk about technical details and the relevant specifications	39	-1.477
-0.737	-0.740		
7	Organize the 'soft side' of the project.	7	0.390
1.387	-0.998		
29	Help me understand the interests and goals of members of my	29	-0.521
0.650	-1.171		
30	Define the approach to managing the users/ residents/ third	30	-1.198
0.000	-1.198		
19	Discuss and align the business processes of the partner or	19	-1.160
0.118	-1.278		
36	Create the opportunity for me to voice what I expect from my	36	-0.777
0.532	-1.309		
22	Help me reflect on my own interests and goals for the projec	22	-1.391
0.000	-1.391		
1	Reflect on the personal interests and goals of the key ind	1	-0.703
1.152	-1.855		

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Exact Factor Scores (la SPSS) in Z-Score and T-Score units

Factors

No.	Statement	No.	1
2	3		
1	Reflect on the personal interests and goals of the k	1	0.18 52 -1.26
37	1.45 64		
2	Jointly review the contract to clarify its purpose	2	0.33 53 -0.18
48	-1.39 36		
3	Help me understand what the partner organization expec	3	1.44 64
-1.02	40 -0.67 43		
4	Design the joint organization further (such as meeti	4	-0.50 45 -0.32
47	0.80 58		
5	Help me gain a better understanding of the interests	5	1.13 61
0.19	52 0.02 50		

6	Work on defining shared goals.	6	0.66	57
0.94	59 1.72 67			
7	Organize the 'soft side' of the project.	7	0.69	57 0.05
51	0.87 59			
8	Encourage the key individuals of the client and the c	8	-0.54	45
0.32	53 2.19 72			
9	Specify or complement the contract terms.	9	-0.57	44
-1.04	40 -1.43 36			
10	Create an opportunity for me to develop myself profess	10	-0.79	42
-1.86	31 -0.31 47			
11	Jointly further design how pricing, accountability, i	11	-0.79	42
-1.28	37 -0.61 44			
12	Clarify the interests and goals of my own organization	12	0.17	52
-0.10	49 0.64 56			
13	To define what success means for this project.	13	0.92	59
1.19	62 1.06 61			
14	Organize the 'hard side' of the project	14	-1.54	35 1.66
67	-1.51 35			
15	Better understand the collaboration styles and person	15	0.10	51
0.92	59 0.09 51			
16	Jointly further design how shared understanding, prob	16	0.70	57
1.05	60 -1.03 40			
17	Create the opportunity for my team to learn from other	17	-1.41	36
0.41	54 0.83 58			
18	Jointly further design how change management, risk ma	18	-0.70	43
-0.29	47 -0.60 44			
19	Discuss and align the business processes of the part	19	-0.75	43 -1.49
35	1.00 60			
20	Understand the project context better.	20	-0.48	45
2.06	71 -1.05 40			
21	Jointly discuss and further specify the project goals	21	0.98	60
1.38	64 -0.72 43			
22	Help me reflect on my own interests and goals for the	22	0.08	51
-1.41	36 0.17 52			
23	Jointly further design conflict management and escalat	23	0.41	54
-0.20	48 -0.89 41			
24	Help me voice what my team expects from the other orga	24	0.81	58
0.56	56 -0.25 47			
25	Develop binding agreements to specify the project plan	25	2.23	72
-1.58	34 -1.46 35			
26	Contribute to building trust and respect between the o	26	1.30	63
0.93	59 0.63 56			
27	Talk about concrete anticipated risks or bottlenecks.	27	-1.34	37
1.70	67 -1.10 39			
28	Jointly discuss and further develop collaboration pri	28	0.26	53
0.89	59 0.92 59			
29	Help me understand the interests and goals of members	29	-1.35	37
-0.61	44 1.33 63			
30	Define the approach to managing the users/ residents/	30	-0.57	44
-0.88	41 0.09 51			

31	Clarify what the partner organization expects from my	31	1.73	67
-1.12	39 0.08 51			
32	Create the opportunity for informal and fun moments th	32	0.52	55
0.44	54 0.74 57			
33	Set the grounds for a culture of collaboration and a g	33	1.62	66
0.60	56 1.23 62			
34	Discuss the schedule, timelines and key milestones for	34	-0.43	46
0.49	55 -0.81 42			
35	Jointly define and further develop key performance in	35	0.34	53
-0.13	49 0.51 55			
36	Create the opportunity for me to voice what I expect f	36	-1.66	33
-0.43	46 0.78 58			
37	Jointly further design how information and data will	37	0.30	53
-0.87	41 -1.75 33			
38	Create and opportunity for the members of my own team	38	-1.42	36
0.66	57 0.28 53			
39	Talk about technical details and the relevant specific	39	-1.70	33
-1.05	40 -0.25 47			
40	Jointly define and further develop key performance in	40	-0.23	48
0.36	54 -0.84 42			
41	Enable exchanging knowledge about learned lessons and	41	-0.15	49
0.33	53 -0.74 43			

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Factor Q-Sort Values for Each Statement

		Factor		
Arrays				
No.	Statement	No.	1	
2	3			
1	Reflect on the personal interests and goals of the key ind	1	0	-1
3				
2	Jointly review the contract to clarify its purpose and a	2	1	-1
-1				
3	Help me understand what the partner organization expects fro	3	1	
-2	-2			
4	Design the joint organization further (such as meetings or	4	-1	0
1				
5	Help me gain a better understanding of the interests of the	5	2	
1	1			
6	Work on defining shared goals.	6	3	
4	3			
7	Organize the 'soft side' of the project.	7	2	1
3				

8	Encourage the key individuals of the client and the contrac	8	0	
3	4			
9	Specify or complement the contract terms.	9	-2	
-3	-4			
10	Create an opportunity for me to develop myself professionall	10	-3	
-4	-3			
11	Jointly further design how pricing, accountability, invoici	11	-4	
-4	-2			
12	Clarify the interests and goals of my own organization.	12	0	
0	1			
13	To define what success means for this project.	13	4	
4	4			
14	Organize the 'hard side' of the project	14	-3	1
-3				
15	Better understand the collaboration styles and personality	15	1	
1	1			
16	Jointly further design how shared understanding, problem-so	16	1	
2	-1			
17	Create the opportunity for my team to learn from other proje	17	-2	
0	1			
18	Jointly further design how change management, risk manageme	18	-1	
-1	-1			
19	Discuss and align the business processes of the partner or	19	-3	-2
0				
20	Understand the project context better.	20	0	
3	-1			
21	Jointly discuss and further specify the project goals and v	21	3	
3	0			
22	Help me reflect on my own interests and goals for the projec	22	-1	
-3	0			
23	Jointly further design conflict management and escalation me	23	0	
-1	-3			
24	Help me voice what my team expects from the other organizati	24	2	
1	0			
25	Develop binding agreements to specify the project plan furth	25	3	
-3	-4			
26	Contribute to building trust and respect between the organiz	26	3	
3	2			
27	Talk about concrete anticipated risks or bottlenecks.	27	-2	
2	-1			
28	Jointly discuss and further develop collaboration principle	28	1	
2	2			
29	Help me understand the interests and goals of members of my	29	-2	
-1	2			
30	Define the approach to managing the users/ residents/ third	30	-2	
-2	0			
31	Clarify what the partner organization expects from my team.	31	2	
-1	0			
32	Create the opportunity for informal and fun moments that con	32	2	
2	2			

33	Set the grounds for a culture of collaboration and a good wo	33	4
2	3		
34	Discuss the schedule, timelines and key milestones for the p	34	0
0	-1		
35	Jointly define and further develop key performance indicato	35	1
0	1		
36	Create the opportunity for me to voice what I expect from my	36	-3
-2	1		
37	Jointly further design how information and data will be man	37	0
-2	-3		
38	Create and opportunity for the members of my own team to get	38	-1
1	0		
39	Talk about technical details and the relevant specifications	39	-4
-3	-2		
40	Jointly define and further develop key performance indicato	40	-1
0	-2		
41	Enable exchanging knowledge about learned lessons and experi	41	-1
0	-2		

Variance = 4.585 St. Dev. = 2.141



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Factor Q-Sort Values for Statements sorted by Consensus vs. Disagreement (Variance across Factor Z-Scores)

			Factor
Arrays			
No.	Statement	No.	1
2	3		
15	Better understand the collaboration styles and personality	15	1
1	1		
35	Jointly define and further develop key performance indicato	35	1
0	1		
18	Jointly further design how change management, risk manageme	18	-1
-1	-1		
13	To define what success means for this project.	13	4
4	4		
34	Discuss the schedule, timelines and key milestones for the p	34	0
0	-1		
28	Jointly discuss and further develop collaboration principle	28	1
2	2		
32	Create the opportunity for informal and fun moments that con	32	2
2	2		

12	Clarify the interests and goals of my own organization.	12	0	
0	1			
26	Contribute to building trust and respect between the organiz	26	3	
3	2			
33	Set the grounds for a culture of collaboration and a good wo	33	4	
2	3			
10	Create an opportunity for me to develop myself professionall	10	-3	
-4	-3			
6	Work on defining shared goals.	6	3	
4	3			
5	Help me gain a better understanding of the interests of the	5	2	
1	1			
11	Jointly further design how pricing, accountability, invoici	11	-4	
-4	-2			
41	Enable exchanging knowledge about learned lessons and experi	41	-1	
0	-2			
40	Jointly define and further develop key performance indicato	40	-1	
0	-2			
9	Specify or complement the contract terms.	9	-2	
-3	-4			
2	Jointly review the contract to clarify its purpose and a	2	1	-1
-1				
24	Help me voice what my team expects from the other organizati	24	2	
1	0			
7	Organize the 'soft side' of the project.	7	2	1
3				
4	Design the joint organization further (such as meetings or	4	-1	0
1				
39	Talk about technical details and the relevant specifications	39	-4	
-3	-2			
30	Define the approach to managing the users/ residents/ third	30	-2	
-2	0			
37	Jointly further design how information and data will be man	37	0	
-2	-3			
3	Help me understand what the partner organization expects fro	3	1	
-2	-2			
38	Create and opportunity for the members of my own team to get	38	-1	
1	0			
16	Jointly further design how shared understanding, problem-so	16	1	
2	-1			
23	Jointly further design conflict management and escalation me	23	0	
-1	-3			
22	Help me reflect on my own interests and goals for the projec	22	-1	
-3	0			
31	Clarify what the partner organization expects from my team.	31	2	
-1	0			
17	Create the opportunity for my team to learn from other proje	17	-2	
0	1			
19	Discuss and align the business processes of the partner or	19	-3	-2
0				

20	Understand the project context better.	20	0	
3	-1			
8	Encourage the key individuals of the client and the contrac	8	0	
3	4			
29	Help me understand the interests and goals of members of my	29	-2	
-1	2			
27	Talk about concrete anticipated risks or bottlenecks.	27	-2	
2	-1			
21	Jointly discuss and further specify the project goals and v	21	3	
3	0			
1	Reflect on the personal interests and goals of the key ind	1	0	-1
3				
36	Create the opportunity for me to voice what I expect from my	36	-3	
-2	1			
14	Organize the 'hard side' of the project	14	-3	1
-3				
25	Develop binding agreements to specify the project plan furth	25	3	
-3	-4			



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Factor Characteristics

	Factors		
	1	2	3
No. of Defining Variables	4	4	2
Average Rel. Coef.	0.800	0.800	0.800
Composite Reliability	0.941	0.941	0.889
S.E. of Factor Z-Scores	0.243	0.243	0.333

Standard Errors for Differences in Factor Z-Scores

(Diagonal Entries Are S.E. Within Factors)

Factors	1	2	3
1	0.343	0.343	0.412
2	0.343	0.343	0.412

3 0.412 0.412 0.471



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Distinguishing Statements for Factor 1

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

				Factors	
				1	
2		3		No.	Q-SV Z-SCR
No.	Statement	No.	Statement		
Q-SV	Z-SCR	Q-SV	Z-SCR		
25	Develop binding agreements to specify the project plan furth	25		3	1.37*
-3	-1.24	-4	-1.65		
31	Clarify what the partner organization expects from my team.	31		2	0.93*
-1	-0.50	0	-0.15		
3	Help me understand what the partner organization expects fro	3		1	0.48*
-2	-0.78	-2	-0.65		
8	Encourage the key individuals of the client and the contrac	8		0	0.24*
3	1.37	4	1.89		
1	Reflect on the personal interests and goals of the key ind	1		0	0.15
-1	-0.70	3	1.15		
37	Jointly further design how information and data will be man	37		0	-0.26*
-2	-1.16	-3	-1.62		
38	Create and opportunity for the members of my own team to get	38		-1	-0.87
1	0.49	0	0.15		
17	Create the opportunity for my team to learn from other proje	17		-2	-1.03*
0	0.21	1	0.38		



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Distinguishing Statements for Factor 2

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

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Consensus Statements -- Those That Do Not Distinguish Between ANY Pair of Factors.

All Listed Statements are Non-Significant at $P > .01$, and Those Flagged With an * are also Non-Significant at $P > .05$.

Factors

				1		
2		3		No.	Q-SV	Z-SCR
No.	Statement	No.	Statement			
Q-SV	Z-SCR	Q-SV	Z-SCR			
2	Jointly review the contract to clarify its purpose and a	2		1	0.24	
-1 -0.42		-1 -0.62				
4	Design the joint organization further (such as meetings or	4		-1	-0.50	
0 -0.11		1 0.50				
5*	Help me gain a better understanding of the interests of the	5		2	0.97	
1 0.30		1 0.50				
6*	Work on defining shared goals.	6		3	1.14	
4 1.63		3 1.62				
7	Organize the 'soft side' of the project.	7		2	0.99	
1 0.39		3 1.39				
9	Specify or complement the contract terms.	9		-2	-1.15	
-3 -1.44		-4 -2.01				
10*	Create an opportunity for me to develop myself professionall	10		-3	-1.41	
-4 -1.88		-3 -1.39				
11*	Jointly further design how pricing, accountability, invoici	11		-4	-1.43	
-4 -1.56		-2 -0.89				
12*	Clarify the interests and goals of my own organization.	12		0	-0.10	
0 0.27		1 0.35				
13*	To define what success means for this project.	13		4	1.77	
4 1.58		4 1.89				
15*	Better understand the collaboration styles and personality	15		1	0.62	
1 0.69		1 0.53				
18*	Jointly further design how change management, risk manageme	18		-1	-0.76	
-1 -0.70		-1 -0.50				
24	Help me voice what my team expects from the other organizati	24		2	0.86	
1 0.67		0 0.00				
26*	Contribute to building trust and respect between the organiz	26		3	1.61	
3 1.37		2 1.12				
28*	Jointly discuss and further develop collaboration principle	28		1	0.76	

2	1.12	2	1.00	
32*	Create the opportunity for informal and fun moments that con			32 2 1.00
2	0.93	2	0.62	
33*	Set the grounds for a culture of collaboration and a good wo			33 4 1.80
2	1.26	3	1.62	
34*	Discuss the schedule, timelines and key milestones for the p			34 0 -0.07
0	-0.06	-1	-0.35	
35*	Jointly define and further develop key performance indicato			35 1 0.40
0	0.27	1	0.50	
39	Talk about technical details and the relevant specifications			39 -4 -1.78
-3	-1.48	-2	-0.74	
40*	Jointly define and further develop key performance indicato			40 -1 -0.39
0	0.00	-2	-0.77	
41*	Enable exchanging knowledge about learned lessons and experi			41 -1 -0.39
0	-0.03	-2	-0.77	

QANALYZE was completet at 23:29:45

Appendix 12-7: FINAL Case 3, interpretation solution

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Correlation Matrix Between Sorts

SORTS	1	2	3
1 S1	100	57	61
2 S3	57	100	43
3 S2	61	43	100

Unrotated Factor Matrix

	Factors		
	1	2	3
SORTS			
1 S1	0.8853	-0.0492	0.4624
2 S3	0.7935	0.5689	-0.2163
3 S2	0.8154	-0.5002	-0.2915
Eigenvalues	2.0782	0.5762	0.3456
% expl.Var.	69	19	12

Cumulative Communalities Matrix

	Factors 1 Thru		
	1	2	3
SORTS			
1 S1	0.7838	0.7862	1.0000
2 S3	0.6296	0.9532	1.0000
3 S2	0.6649	0.9150	1.0000
cum% expl.Var.	69	88	100

Factor Matrix with an X Indicating a Defining Sort

	Loadings		
QSORT	1	2	3
1 S1	0.3169	0.2949	0.9015X
2 S3	0.1841	0.9471X	0.2627
3 S2	0.9394X	0.1870	0.2872
% expl.Var.	34	34	32

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Free Distribution Data Results

QSORT	MEAN	ST.DEV.
1 S1	0.000	2.168
2 S3	0.000	2.168
3 S2	0.000	2.168



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Factor Scores with Corresponding Ranks

Factors

No.	Statement	No.	1
2	3		
1	Reflect on the personal interests and goals of the k	1	-0.46 30 -0.92
35	0.46 17		
2	Jointly review the contract to clarify its purpose	2	-1.38 39 1.38
6	-0.00 24		
3	Help me understand what the partner organization expec	3	0.46 17
-0.46	30 -0.00 24		
4	Design the joint organization further (such as meeti	4	-0.92 35 -1.38
39	0.46 17		
5	Help me gain a better understanding of the interests	5	0.92 11
0.00 24	0.92 11		
6	Work on defining shared goals.	6	0.92 11
1.38 6	1.85 2		
7	Organize the 'soft side' of the project.	7	0.46 17 -0.46
30 -0.46	30		
8	Encourage the key individuals of the client and the c	8	-1.85 41
0.46 17	0.92 11		
9	Specify or complement the contract terms.	9	-1.38 39
-0.92 35	-1.85 41		
10	Create an opportunity for me to develop myself profess	10	-1.38 39
-1.85 41	-0.92 35		
11	Jointly further design how pricing, accountability, i	11	-1.38 39
-0.92 35	-0.00 24		
12	Clarify the interests and goals of my own organization	12	-0.46 30
0.92 11	0.92 11		
13	To define what success means for this project.	13	1.38 6
1.85 2	1.85 2		
14	Organize the 'hard side' of the project	14	0.46 17 -1.38
39 -0.46	30		

15	Better understand the collaboration styles and person	15	1.38	6
0.00	24	0.92	11	
16	Jointly further design how shared understanding, prob	16	0.92	11
0.92	11	0.46	17	
17	Create the opportunity for my team to learn from other	17	-0.00	24
-1.85	41	-0.92	35	
18	Jointly further design how change management, risk ma	18	-0.46	30
0.46	17	-0.46	30	
19	Discuss and align the business processes of the part	19	-0.92	35
6	-0.46	30	1.38	
20	Understand the project context better.	20	0.92	11
1.38	6	0.46	17	
21	Jointly discuss and further specify the project goals	21	1.38	6
1.85	2	1.38	6	
22	Help me reflect on my own interests and goals for the	22	-0.00	24
-0.92	35	-1.38	39	
23	Jointly further design conflict management and escalat	23	-0.46	30
0.46	17	-0.00	24	
24	Help me voice what my team expects from the other orga	24	0.92	11
0.00	24	0.46	17	
25	Develop binding agreements to specify the project plan	25	0.46	17
-0.46	30	-0.92	35	
26	Contribute to building trust and respect between the o	26	1.85	2
0.46	17	1.38	6	
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.00	24
-0.46	30	0.46	17	
28	Jointly discuss and further develop collaboration pri	28	1.38	6
0.92	11	1.38	6	
29	Help me understand the interests and goals of members	29	-0.92	35
0.00	24	-0.92	35	
30	Define the approach to managing the users/ residents/	30	-0.00	24
0.46	17	-1.38	39	
31	Clarify what the partner organization expects from my	31	0.46	17
0.46	17	0.92	11	
32	Create the opportunity for informal and fun moments th	32	-0.00	24
0.92	11	-0.00	24	
33	Set the grounds for a culture of collaboration and a g	33	1.85	2
0.92	11	1.38	6	
34	Discuss the schedule, timelines and key milestones for	34	0.46	17
-0.46	30	-0.00	24	
35	Jointly define and further develop key performance in	35	-0.46	30
-0.46	30	-0.00	24	
36	Create the opportunity for me to voice what I expect f	36	-0.46	30
0.00	24	-1.38	39	
37	Jointly further design how information and data will	37	-0.92	35
-1.38	39	-0.92	35	
38	Create and opportunity for the members of my own team	38	-0.92	35
0.00	24	-1.85	41	
39	Talk about technical details and the relevant specific	39	-1.85	41
-1.38	39	-1.38	39	

40 Jointly define and further develop key performance in 40 -0.00 24
-0.92 35 -0.46 30
41 Enable exchanging knowledge about learned lessons and 41 -0.00 24
0.00 24 -0.46 30

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Case3

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Correlations Between Factor Scores

	1	2	3
1	1.0000	0.4255	0.6117
2	0.4255	1.0000	0.5745
3	0.6117	0.5745	1.0000

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Case3

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Factor Scores -- For Factor 1

No.	Statement	No.	Z-SCORES
26	Contribute to building trust and respect between the organiz	26	1.845
33	Set the grounds for a culture of collaboration and a good wo	33	1.845
13	To define what success means for this project.	13	1.384
15	Better understand the collaboration styles and personality	15	1.384
21	Jointly discuss and further specify the project goals and v	21	1.384
28	Jointly discuss and further develop collaboration principle	28	1.384
16	Jointly further design how shared understanding, problem-so	16	0.923
20	Understand the project context better.	20	0.923
5	Help me gain a better understanding of the interests of the	5	0.923
24	Help me voice what my team expects from the other organizati	24	0.923
6	Work on defining shared goals.	6	0.923
3	Help me understand what the partner organization expects fro	3	0.461
14	Organize the 'hard side' of the project	14	0.461
7	Organize the 'soft side' of the project.	7	0.461
25	Develop binding agreements to specify the project plan furth	25	0.461
31	Clarify what the partner organization expects from my team.	31	0.461
34	Discuss the schedule, timelines and key milestones for the p	34	0.461

22	Help me reflect on my own interests and goals for the projec	22	-0.000
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.000
30	Define the approach to managing the users/ residents/ third	30	-0.000
32	Create the opportunity for informal and fun moments that con	32	-0.000
17	Create the opportunity for my team to learn from other proje	17	-0.000
40	Jointly define and further develop key performance indicato	40	-0.000
41	Enable exchanging knowledge about learned lessons and experi	41	-0.000
1	Reflect on the personal interests and goals of the key ind	1	-0.461
12	Clarify the interests and goals of my own organization.	12	-0.461
18	Jointly further design how change management, risk manageme	18	-0.461
35	Jointly define and further develop key performance indicato	35	-0.461
36	Create the opportunity for me to voice what I expect from my	36	-0.461
23	Jointly further design conflict management and escalation me	23	-0.461
4	Design the joint organization further (such as meetings or	4	-0.923
19	Discuss and align the business processes of the partner or	19	-0.923
29	Help me understand the interests and goals of members of my	29	-0.923
37	Jointly further design how information and data will be man	37	-0.923
38	Create and opportunity for the members of my own team to get	38	-0.923
2	Jointly review the contract to clarify its purpose and a	2	-1.384
9	Specify or complement the contract terms.	9	-1.384
11	Jointly further design how pricing, accountability, invoici	11	-1.384
10	Create an opportunity for me to develop myself professionall	10	-1.384
8	Encourage the key individuals of the client and the contrac	8	-1.845
39	Talk about technical details and the relevant specifications	39	-1.845



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Factor Scores -- For Factor 2

No.	Statement	No.	Z-SCORES
13	To define what success means for this project.	13	1.845
21	Jointly discuss and further specify the project goals and v	21	1.845
6	Work on defining shared goals.	6	1.384
19	Discuss and align the business processes of the partner or	19	1.384
20	Understand the project context better.	20	1.384
2	Jointly review the contract to clarify its purpose and a	2	1.384
12	Clarify the interests and goals of my own organization.	12	0.923
16	Jointly further design how shared understanding, problem-so	16	0.923
28	Jointly discuss and further develop collaboration principle	28	0.923
32	Create the opportunity for informal and fun moments that con	32	0.923
33	Set the grounds for a culture of collaboration and a good wo	33	0.923
8	Encourage the key individuals of the client and the contrac	8	0.461
18	Jointly further design how change management, risk manageme	18	0.461
23	Jointly further design conflict management and escalation me	23	0.461

26	Contribute to building trust and respect between the organiz	26	0.461
30	Define the approach to managing the users/ residents/ third	30	0.461
31	Clarify what the partner organization expects from my team.	31	0.461
5	Help me gain a better understanding of the interests of the	5	0.000
24	Help me voice what my team expects from the other organizati	24	0.000
15	Better understand the collaboration styles and personality	15	0.000
29	Help me understand the interests and goals of members of my	29	0.000
36	Create the opportunity for me to voice what I expect from my	36	0.000
38	Create and opportunity for the members of my own team to get	38	0.000
41	Enable exchanging knowledge about learned lessons and experi	41	0.000
25	Develop binding agreements to specify the project plan furth	25	-0.461
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.461
3	Help me understand what the partner organization expects fro	3	-0.461
7	Organize the 'soft side' of the project.	7	-0.461
34	Discuss the schedule, timelines and key milestones for the p	34	-0.461
35	Jointly define and further develop key performance indicato	35	-0.461
11	Jointly further design how pricing, accountability, invoici	11	-0.923
1	Reflect on the personal interests and goals of the key ind	1	-0.923
9	Specify or complement the contract terms.	9	-0.923
22	Help me reflect on my own interests and goals for the projec	22	-0.923
40	Jointly define and further develop key performance indicato	40	-0.923
37	Jointly further design how information and data will be man	37	-1.384
14	Organize the 'hard side' of the project	14	-1.384
39	Talk about technical details and the relevant specifications	39	-1.384
4	Design the joint organization further (such as meetings or	4	-1.384
17	Create the opportunity for my team to learn from other proje	17	-1.845
10	Create an opportunity for me to develop myself professionall	10	-1.845



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Factor Scores -- For Factor 3

No.	Statement	No.	Z-SCORES
6	Work on defining shared goals.	6	1.845
13	To define what success means for this project.	13	1.845
21	Jointly discuss and further specify the project goals and v	21	1.384
26	Contribute to building trust and respect between the organiz	26	1.384
28	Jointly discuss and further develop collaboration principle	28	1.384
33	Set the grounds for a culture of collaboration and a good wo	33	1.384
8	Encourage the key individuals of the client and the contrac	8	0.923
12	Clarify the interests and goals of my own organization.	12	0.923
15	Better understand the collaboration styles and personality	15	0.923
5	Help me gain a better understanding of the interests of the	5	0.923
31	Clarify what the partner organization expects from my team.	31	0.923

16	Jointly further design how shared understanding, problem-so	16	0.461
20	Understand the project context better.	20	0.461
24	Help me voice what my team expects from the other organizati	24	0.461
4	Design the joint organization further (such as meetings or	4	0.461
27	Talk about concrete anticipated risks or bottlenecks.	27	0.461
1	Reflect on the personal interests and goals of the key ind	1	0.461
2	Jointly review the contract to clarify its purpose and a	2	-0.000
3	Help me understand what the partner organization expects fro	3	-0.000
23	Jointly further design conflict management and escalation me	23	-0.000
11	Jointly further design how pricing, accountability, invoici	11	-0.000
32	Create the opportunity for informal and fun moments that con	32	-0.000
34	Discuss the schedule, timelines and key milestones for the p	34	-0.000
35	Jointly define and further develop key performance indicato	35	-0.000
7	Organize the 'soft side' of the project.	7	-0.461
19	Discuss and align the business processes of the partner or	19	-0.461
18	Jointly further design how change management, risk manageme	18	-0.461
14	Organize the 'hard side' of the project	14	-0.461
40	Jointly define and further develop key performance indicato	40	-0.461
41	Enable exchanging knowledge about learned lessons and experi	41	-0.461
17	Create the opportunity for my team to learn from other proje	17	-0.923
25	Develop binding agreements to specify the project plan furth	25	-0.923
10	Create an opportunity for me to develop myself professionall	10	-0.923
37	Jointly further design how information and data will be man	37	-0.923
29	Help me understand the interests and goals of members of my	29	-0.923
36	Create the opportunity for me to voice what I expect from my	36	-1.384
22	Help me reflect on my own interests and goals for the projec	22	-1.384
39	Talk about technical details and the relevant specifications	39	-1.384
30	Define the approach to managing the users/ residents/ third	30	-1.384
9	Specify or complement the contract terms.	9	-1.845
38	Create and opportunity for the members of my own team to get	38	-1.845



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Descending Array of Differences Between Factors 1 and 2

No.	Statement	No.	Type	1
Type	2	Difference		
14	Organize the 'hard side' of the project	14	0.461	
-1.384	1.845			
17	Create the opportunity for my team to learn from other proje	17	-0.000	
-1.845	1.845			
15	Better understand the collaboration styles and personality	15	1.384	
0.000	1.384			
26	Contribute to building trust and respect between the organiz	26	1.845	
0.461	1.384			

22	Help me reflect on my own interests and goals for the projec	22	-0.000
	-0.923 0.923		
40	Jointly define and further develop key performance indicato	40	-0.000
	-0.923 0.923		
7	Organize the 'soft side' of the project.	7	0.461
-0.461	0.923		
3	Help me understand what the partner organization expects fro	3	0.461
	-0.461 0.923		
5	Help me gain a better understanding of the interests of the	5	0.923
	0.000 0.923		
24	Help me voice what my team expects from the other organizati	24	0.923
	0.000 0.923		
25	Develop binding agreements to specify the project plan furth	25	0.461
	-0.461 0.923		
34	Discuss the schedule, timelines and key milestones for the p	34	0.461
	-0.461 0.923		
33	Set the grounds for a culture of collaboration and a good wo	33	1.845
	0.923 0.923		
4	Design the joint organization further (such as meetings or	4	-0.923
-1.384	0.461		
37	Jointly further design how information and data will be man	37	-0.923
	-1.384 0.461		
10	Create an opportunity for me to develop myself professionall	10	-1.384
	-1.845 0.461		
1	Reflect on the personal interests and goals of the key ind	1	-0.461
-0.923	0.461		
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.000
	-0.461 0.461		
28	Jointly discuss and further develop collaboration principle	28	1.384
	0.923 0.461		
35	Jointly define and further develop key performance indicato	35	-0.461
	-0.461 0.000		
41	Enable exchanging knowledge about learned lessons and experi	41	-0.000
	0.000 -0.000		
16	Jointly further design how shared understanding, problem-so	16	0.923
	0.923 -0.000		
31	Clarify what the partner organization expects from my team.	31	0.461
	0.461 -0.000		
39	Talk about technical details and the relevant specifications	39	-1.845
	-1.384 -0.461		
11	Jointly further design how pricing, accountability, invoici	11	-1.384
	-0.923 -0.461		
9	Specify or complement the contract terms.	9	-1.384
	-0.923 -0.461		
36	Create the opportunity for me to voice what I expect from my	36	-0.461
	0.000 -0.461		
30	Define the approach to managing the users/ residents/ third	30	-0.000
	0.461 -0.461		
13	To define what success means for this project.	13	1.384
	1.845 -0.461		

21	Jointly discuss and further specify the project goals and v	21	1.384
1.845	-0.461		
20	Understand the project context better.	20	0.923
1.384	-0.461		
6	Work on defining shared goals.	6	0.923
1.384	-0.461		
29	Help me understand the interests and goals of members of my	29	-0.923
0.000	-0.923		
38	Create and opportunity for the members of my own team to get	38	-0.923
0.000	-0.923		
23	Jointly further design conflict management and escalation me	23	-0.461
0.461	-0.923		
18	Jointly further design how change management, risk manageme	18	-0.461
0.461	-0.923		
32	Create the opportunity for informal and fun moments that con	32	-0.000
0.923	-0.923		
12	Clarify the interests and goals of my own organization.	12	-0.461
0.923	-1.384		
8	Encourage the key individuals of the client and the contrac	8	-1.845
0.461	-2.306		
19	Discuss and align the business processes of the partner or	19	-0.923
1.384	-2.306		
2	Jointly review the contract to clarify its purpose and a	2	-1.384
1.384	-2.768		

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Descending Array of Differences Between Factors 1 and 3

No.	Statement	No.	Type	1
Type 3	Difference			
22	Help me reflect on my own interests and goals for the projec	22	-0.000	
-1.384	1.384			
30	Define the approach to managing the users/ residents/ third	30	-0.000	
-1.384	1.384			
25	Develop binding agreements to specify the project plan furth	25	0.461	
-0.923	1.384			
36	Create the opportunity for me to voice what I expect from my	36	-0.461	
-1.384	0.923			
7	Organize the 'soft side' of the project.	7	0.461	
-0.461	0.923			
14	Organize the 'hard side' of the project	14	0.461	
-0.461	0.923			
17	Create the opportunity for my team to learn from other proje	17	-0.000	
-0.923	0.923			

38	Create and opportunity for the members of my own team to get	38	-0.923
-1.845	0.923		
15	Better understand the collaboration styles and personality	15	1.384
0.923	0.461		
40	Jointly define and further develop key performance indicato	40	-0.000
-0.461	0.461		
41	Enable exchanging knowledge about learned lessons and experi	41	-0.000
-0.461	0.461		
16	Jointly further design how shared understanding, problem-so	16	0.923
0.461	0.461		
20	Understand the project context better.	20	0.923
0.461	0.461		
24	Help me voice what my team expects from the other organizati	24	0.923
0.461	0.461		
9	Specify or complement the contract terms.	9	-1.384
-1.845	0.461		
3	Help me understand what the partner organization expects fro	3	0.461
-0.000	0.461		
26	Contribute to building trust and respect between the organiz	26	1.845
1.384	0.461		
33	Set the grounds for a culture of collaboration and a good wo	33	1.845
1.384	0.461		
34	Discuss the schedule, timelines and key milestones for the p	34	0.461
-0.000	0.461		
18	Jointly further design how change management, risk manageme	18	-0.461
-0.461	0.000		
32	Create the opportunity for informal and fun moments that con	32	-0.000
-0.000	0.000		
5	Help me gain a better understanding of the interests of the	5	0.923
0.923	0.000		
28	Jointly discuss and further develop collaboration principle	28	1.384
1.384	0.000		
29	Help me understand the interests and goals of members of my	29	-0.923
-0.923	0.000		
21	Jointly discuss and further specify the project goals and v	21	1.384
1.384	0.000		
37	Jointly further design how information and data will be man	37	-0.923
-0.923	0.000		
13	To define what success means for this project.	13	1.384
1.845	-0.461		
19	Discuss and align the business processes of the partner or	19	-0.923
-0.461	-0.461		
39	Talk about technical details and the relevant specifications	39	-1.845
-1.384	-0.461		
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.000
0.461	-0.461		
23	Jointly further design conflict management and escalation me	23	-0.461
-0.000	-0.461		
35	Jointly define and further develop key performance indicato	35	-0.461
-0.000	-0.461		

31	Clarify what the partner organization expects from my team.	31	0.461
0.923	-0.461		
10	Create an opportunity for me to develop myself professional	10	-1.384
-0.923	-0.461		
1	Reflect on the personal interests and goals of the key ind	1	-0.461
0.461	-0.923		
6	Work on defining shared goals.	6	0.923
1.845	-0.923		
12	Clarify the interests and goals of my own organization.	12	-0.461
0.923	-1.384		
4	Design the joint organization further (such as meetings or	4	-0.923
0.461	-1.384		
2	Jointly review the contract to clarify its purpose and a	2	-1.384
-0.000	-1.384		
11	Jointly further design how pricing, accountability, invoici	11	-1.384
-0.000	-1.384		
8	Encourage the key individuals of the client and the contrac	8	-1.845
0.923	-2.768		

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Descending Array of Differences Between Factors 2 and 3

No.	Statement	No.	Type	2
Type	3 Difference			
19	Discuss and align the business processes of the partner or	19	1.384	
-0.461	1.845			
30	Define the approach to managing the users/ residents/ third	30	0.461	
-1.384	1.845			
38	Create and opportunity for the members of my own team to get	38	0.000	
-1.845	1.845			
2	Jointly review the contract to clarify its purpose and a	2	1.384	
-0.000	1.384			
36	Create the opportunity for me to voice what I expect from my	36	0.000	
-1.384	1.384			
20	Understand the project context better.	20	1.384	
0.461	0.923			
18	Jointly further design how change management, risk manageme	18	0.461	
-0.461	0.923			
32	Create the opportunity for informal and fun moments that con	32	0.923	
-0.000	0.923			
29	Help me understand the interests and goals of members of my	29	0.000	
-0.923	0.923			
9	Specify or complement the contract terms.	9	-0.923	
-1.845	0.923			

21	Jointly discuss and further specify the project goals and v	21	1.845
1.384	0.461		
16	Jointly further design how shared understanding, problem-so	16	0.923
0.461	0.461		
23	Jointly further design conflict management and escalation me	23	0.461
-0.000	0.461		
41	Enable exchanging knowledge about learned lessons and experi	41	0.000
-0.461	0.461		
22	Help me reflect on my own interests and goals for the projec	22	-0.923
-1.384	0.461		
25	Develop binding agreements to specify the project plan furth	25	-0.461
-0.923	0.461		
13	To define what success means for this project.	13	1.845
1.845	0.000		
12	Clarify the interests and goals of my own organization.	12	0.923
0.923	0.000		
7	Organize the 'soft side' of the project.	7	-0.461
-0.461	0.000		
39	Talk about technical details and the relevant specifications	39	-1.384
-1.384	-0.000		
6	Work on defining shared goals.	6	1.384
1.845	-0.461		
28	Jointly discuss and further develop collaboration principle	28	0.923
1.384	-0.461		
31	Clarify what the partner organization expects from my team.	31	0.461
0.923	-0.461		
8	Encourage the key individuals of the client and the contrac	8	0.461
0.923	-0.461		
33	Set the grounds for a culture of collaboration and a good wo	33	0.923
1.384	-0.461		
24	Help me voice what my team expects from the other organizati	24	0.000
0.461	-0.461		
34	Discuss the schedule, timelines and key milestones for the p	34	-0.461
-0.000	-0.461		
35	Jointly define and further develop key performance indicato	35	-0.461
-0.000	-0.461		
3	Help me understand what the partner organization expects fro	3	-0.461
-0.000	-0.461		
40	Jointly define and further develop key performance indicato	40	-0.923
-0.461	-0.461		
37	Jointly further design how information and data will be man	37	-1.384
-0.923	-0.461		
26	Contribute to building trust and respect between the organiz	26	0.461
1.384	-0.923		
15	Better understand the collaboration styles and personality	15	0.000
0.923	-0.923		
5	Help me gain a better understanding of the interests of the	5	0.000
0.923	-0.923		
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.461
0.461	-0.923		

11	Jointly further design how pricing, accountability, invoicing	11	-0.923
-0.000	-0.923		
17	Create the opportunity for my team to learn from other projects	17	-1.845
-0.923	-0.923		
10	Create an opportunity for me to develop myself professionally	10	-1.845
-0.923	-0.923		
14	Organize the 'hard side' of the project	14	-1.384
-0.461	-0.923		
1	Reflect on the personal interests and goals of the key individuals	1	-0.923
0.461	-1.384		
4	Design the joint organization further (such as meetings or	4	-1.384
0.461	-1.845		

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Exact Factor Scores (1a SPSS) in Z-Score and T-Score units

Factors

No.	Statement	No.	1
2	3		
1	Reflect on the personal interests and goals of the key individuals	1	-0.60 44 -1.16
38	1.10 61		
2	Jointly review the contract to clarify its purpose	2	-1.85 31 1.80
68	0.06 51		
3	Help me understand what the partner organization expects	3	0.62 56
-0.60	44 -0.02 50		
4	Design the joint organization further (such as meetings or	4	-1.09 39 -1.65
34	1.43 64		
5	Help me gain a better understanding of the interests	5	0.79 58
-0.40	46 0.87 59		
6	Work on defining shared goals.	6	0.29 53
0.95	60 1.63 66		
7	Organize the 'soft side' of the project.	7	0.78 58 -0.46
45	-0.63 44		
8	Encourage the key individuals of the client and the client	8	-2.61 24
0.50	55 1.78 68		
9	Specify or complement the contract terms.	9	-0.91 41
-0.35	47 -1.61 34		
10	Create an opportunity for me to develop myself professionally	10	-1.11 39
-1.71	33 -0.07 49		
11	Jointly further design how pricing, accountability, invoicing	11	-1.55 35
-0.91	41 0.84 58		
12	Clarify the interests and goals of my own organization	12	-1.00 40
0.87	59 1.09 61		
13	To define what success means for this project.	13	0.79 58

1.43	64	1.30	63				
14	Organize the 'hard side' of the project	14	0.90	59	-1.55		
35	-0.32	47					
15	Better understand the collaboration styles and person	15	1.35	64			
-0.46	45	0.70	57				
16	Jointly further design how shared understanding, prob	16	0.83	58			
0.83	58	-0.05	49				
17	Create the opportunity for my team to learn from other	17	0.56	56			
-1.89	31	-0.60	44				
18	Jointly further design how change management, risk ma	18	-0.46	45			
0.74	57	-0.59	44				
19	Discuss and align the business processes of the part	19	-1.13	39	1.88		
69	-0.73	43					
20	Understand the project context better.	20	0.77	58			
1.37	64	-0.21	48				
21	Jointly discuss and further specify the project goals	21	0.95	59			
1.57	66	0.69	57				
22	Help me reflect on my own interests and goals for the	22	0.60	56			
-0.67	43	-1.53	35				
23	Jointly further design conflict management and escalat	23	-0.62	44			
0.60	56	0.02	50				
24	Help me voice what my team expects from the other orga	24	0.95	60			
-0.26	47	0.26	53				
25	Develop binding agreements to specify the project plan	25	0.94	59			
-0.32	47	-1.25	38				
26	Contribute to building trust and respect between the o	26	1.69	67			
-0.11	49	0.98	60				
27	Talk about concrete anticipated risks or bottlenecks.	27	-0.10	49			
-0.68	43	0.77	58				
28	Jointly discuss and further develop collaboration pri	28	1.07	61			
0.49	55	1.00	60				
29	Help me understand the interests and goals of members	29	-0.79	42			
0.40	54	-0.87	41				
30	Define the approach to managing the users/ residents/	30	0.42	54			
0.96	60	-2.00	30				
31	Clarify what the partner organization expects from my	31	0.18	52			
0.20	52	0.89	59				
32	Create the opportunity for informal and fun moments th	32	-0.12	49			
1.08	61	-0.31	47				
33	Set the grounds for a culture of collaboration and a g	33	1.63	66			
0.43	54	0.82	58				
34	Discuss the schedule, timelines and key milestones for	34	0.62	56			
-0.60	44	-0.02	50				
35	Jointly define and further develop key performance in	35	-0.50	45			
-0.48	45	0.33	53				
36	Create the opportunity for me to voice what I expect f	36	-0.08	49			
0.48	55	-1.66	33				
37	Jointly further design how information and data will	37	-0.61	44			
-1.23	38	-0.41	46				
38	Create and opportunity for the members of my own team	38	-0.47	45			

0.67 57 -2.10 29
 39 Talk about technical details and the relevant specific 39 -1.57 34
 -0.97 40 -0.67 43
 40 Jointly define and further develop key performance in 40 0.28 53
 -0.94 41 -0.30 47
 41 Enable exchanging knowledge about learned lessons and 41 0.16 52
 0.14 51 -0.61 44

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Factor Q-Sort Values for Each Statement

Arrays		Factor		
No.	Statement	No.	1	
2	3			
1	1 Reflect on the personal interests and goals of the key ind	1	-1	-2
1				
2	2 Jointly review the contract to clarify its purpose and a	2	-3	3
0				
3	3 Help me understand what the partner organization expects fro	3	1	
-1	0			
4	4 Design the joint organization further (such as meetings or	4	-2	-3
1				
5	5 Help me gain a better understanding of the interests of the	5	2	
0	2			
6	6 Work on defining shared goals.	6	2	
3	4			
7	7 Organize the 'soft side' of the project.	7	1	-1
-1				
8	8 Encourage the key individuals of the client and the contrac	8	-4	
1	2			
9	9 Specify or complement the contract terms.	9	-3	
-2	-4			
10	10 Create an opportunity for me to develop myself professionall	10	-3	
-4	-2			
11	11 Jointly further design how pricing, accountability, invoici	11	-3	
-2	0			
12	12 Clarify the interests and goals of my own organization.	12	-1	
2	2			
13	13 To define what success means for this project.	13	3	
4	4			
14	14 Organize the 'hard side' of the project	14	1	-3
-1				
15	15 Better understand the collaboration styles and personality	15	3	

0	2			
16	Jointly further design how shared understanding, problem-so	16	2	
2	1			
17	Create the opportunity for my team to learn from other proje	17	0	
-4	-2			
18	Jointly further design how change management, risk manageme	18	-1	
1	-1			
19	Discuss and align the business processes of the partner or	19	-2	3
-1				
20	Understand the project context better.	20	2	
3	1			
21	Jointly discuss and further specify the project goals and v	21	3	
4	3			
22	Help me reflect on my own interests and goals for the projec	22	0	
-2	-3			
23	Jointly further design conflict management and escalation me	23	-1	
1	0			
24	Help me voice what my team expects from the other organizati	24	2	
0	1			
25	Develop binding agreements to specify the project plan furth	25	1	
-1	-2			
26	Contribute to building trust and respect between the organiz	26	4	
1	3			
27	Talk about concrete anticipated risks or bottlenecks.	27	0	
-1	1			
28	Jointly discuss and further develop collaboration principle	28	3	
2	3			
29	Help me understand the interests and goals of members of my	29	-2	
0	-2			
30	Define the approach to managing the users/ residents/ third	30	0	
1	-3			
31	Clarify what the partner organization expects from my team.	31	1	
1	2			
32	Create the opportunity for informal and fun moments that con	32	0	
2	0			
33	Set the grounds for a culture of collaboration and a good wo	33	4	
2	3			
34	Discuss the schedule, timelines and key milestones for the p	34	1	
-1	0			
35	Jointly define and further develop key performance indicato	35	-1	
-1	0			
36	Create the opportunity for me to voice what I expect from my	36	-1	
0	-3			
37	Jointly further design how information and data will be man	37	-2	
-3	-2			
38	Create and opportunity for the members of my own team to get	38	-2	
0	-4			
39	Talk about technical details and the relevant specifications	39	-4	
-3	-3			
40	Jointly define and further develop key performance indicato	40	0	

-2 -1
 41 Enable exchanging knowledge about learned lessons and experi 41 0
 0 -1

Variance = 4.585 St. Dev. = 2.141

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PQMethod2.35

Case3

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Factor Q-Sort Values for Statements sorted by Consensus vs. Disagreement (Variance across Factor Z-Scores)

Arrays		Factor	
No.	Statement	No.	1
2	3		
28	Jointly discuss and further develop collaboration principle	28	3
2	3		
21	Jointly discuss and further specify the project goals and v	21	3
4	3		
39	Talk about technical details and the relevant specifications	39	-4
-3	-3		
13	To define what success means for this project.	13	3
4	4		
16	Jointly further design how shared understanding, problem-so	16	2
2	1		
35	Jointly define and further develop key performance indicato	35	-1
-1	0		
41	Enable exchanging knowledge about learned lessons and experi	41	0
0	-1		
31	Clarify what the partner organization expects from my team.	31	1
1	2		
37	Jointly further design how information and data will be man	37	-2
-3	-2		
9	Specify or complement the contract terms.	9	-3
-2	-4		
33	Set the grounds for a culture of collaboration and a good wo	33	4
2	3		
10	Create an opportunity for me to develop myself professionall	10	-3
-4	-2		
6	Work on defining shared goals.	6	2
3	4		
34	Discuss the schedule, timelines and key milestones for the p	34	1
-1	0		
3	Help me understand what the partner organization expects fro	3	1

-1	0				
40	Jointly define and further develop key performance indicators	40	0		
-2	-1				
27	Talk about concrete anticipated risks or bottlenecks.	27	0		
-1	1				
24	Help me voice what my team expects from the other organization	24	2		
0	1				
23	Jointly further design conflict management and escalation mechanisms	23	-1		
1	0				
20	Understand the project context better.	20	2		
3	1				
7	Organize the 'soft side' of the project.	7	1	-1	
-1					
32	Create the opportunity for informal and fun moments that contribute to team cohesion	32	0		
2	0				
5	Help me gain a better understanding of the interests of the other organization	5	2		
0	2				
29	Help me understand the interests and goals of members of my own organization	29	-2		
0	-2				
18	Jointly further design how change management, risk management, and communication will be handled	18	-1		
1	-1				
26	Contribute to building trust and respect between the organizations	26	4		
1	3				
15	Better understand the collaboration styles and personality of the other organization	15	3		
0	2				
25	Develop binding agreements to specify the project plan further	25	1		
-1	-2				
1	Reflect on the personal interests and goals of the key individuals	1	-1	-2	
1					
36	Create the opportunity for me to voice what I expect from my own organization	36	-1		
0	-3				
22	Help me reflect on my own interests and goals for the project	22	0		
-2	-3				
11	Jointly further design how pricing, accountability, invoicing, and reporting will be handled	11	-3		
-2	0				
12	Clarify the interests and goals of my own organization.	12	-1		
2	2				
38	Create and opportunity for the members of my own team to get involved in the project	38	-2		
0	-4				
14	Organize the 'hard side' of the project	14	1	-3	
-1					
17	Create the opportunity for my team to learn from other projects	17	0		
-4	-2				
30	Define the approach to managing the users/ residents/ third parties	30	0		
1	-3				
4	Design the joint organization further (such as meetings or communication)	4	-2	-3	
1					
19	Discuss and align the business processes of the partner or other organization	19	-2	3	
-1					
2	Jointly review the contract to clarify its purpose and a	2	-3	3	

0
 8 Encourage the key individuals of the client and the contrac 8 -4
 1 2

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 Path and Project Name: C:\PQMethod\projects/Case3
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Factor Characteristics

	Factors		
	1	2	3
No. of Defining Variables	1	1	1
Average Rel. Coef.	0.800	0.800	0.800
Composite Reliability	0.800	0.800	0.800
S.E. of Factor Z-Scores	0.447	0.447	0.447

Standard Errors for Differences in Factor Z-Scores

(Diagonal Entries Are S.E. Within Factors)

Factors	1	2	3
1	0.632	0.632	0.632
2	0.632	0.632	0.632
3	0.632	0.632	0.632

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Distinguishing Statements for Factor 1

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value (Q-SV) and the Z-Score (Z-SCR) are Shown.

Factors

				Factors		
				1		
2		3				
No.	Statement	No.	Statement	No.	Q-SV	Z-SCR
Q-SV	Z-SCR	Q-SV	Z-SCR	Q-SV	Z-SCR	Z-SCR
1	1	1	1	1	1	1
2	2	2	2	2	2	2
3	3	3	3	3	3	3
4	4	4	4	4	4	4
5	5	5	5	5	5	5
6	6	6	6	6	6	6
7	7	7	7	7	7	7
8	8	8	8	8	8	8
9	9	9	9	9	9	9
10	10	10	10	10	10	10
11	11	11	11	11	11	11
12	12	12	12	12	12	12
13	13	13	13	13	13	13
14	14	14	14	14	14	14
15	15	15	15	15	15	15
16	16	16	16	16	16	16
17	17	17	17	17	17	17
18	18	18	18	18	18	18
19	19	19	19	19	19	19
20	20	20	20	20	20	20
21	21	21	21	21	21	21
22	22	22	22	22	22	22
23	23	23	23	23	23	23
24	24	24	24	24	24	24
25	25	25	25	25	25	25
26	26	26	26	26	26	26
27	27	27	27	27	27	27
28	28	28	28	28	28	28
29	29	29	29	29	29	29
30	30	30	30	30	30	30
31	31	31	31	31	31	31
32	32	32	32	32	32	32
33	33	33	33	33	33	33
34	34	34	34	34	34	34
35	35	35	35	35	35	35
36	36	36	36	36	36	36
37	37	37	37	37	37	37
38	38	38	38	38	38	38
39	39	39	39	39	39	39
40	40	40	40	40	40	40
41	41	41	41	41	41	41
42	42	42	42	42	42	42
43	43	43	43	43	43	43
44	44	44	44	44	44	44
45	45	45	45	45	45	45
46	46	46	46	46	46	46
47	47	47	47	47	47	47
48	48	48	48	48	48	48
49	49	49	49	49	49	49
50	50	50	50	50	50	50
51	51	51	51	51	51	51
52	52	52	52	52	52	52
53	53	53	53	53	53	53
54	54	54	54	54	54	54
55	55	55	55	55	55	55
56	56	56	56	56	56	56
57	57	57	57	57	57	57
58	58	58	58	58	58	58
59	59	59	59	59	59	59
60	60	60	60	60	60	60
61	61	61	61	61	61	61
62	62	62	62	62	62	62
63	63	63	63	63	63	63

4	Design the joint organization further (such as meetings or	4	-2	-0.92
-3	-1.38	1	0.46	
2	Jointly review the contract to clarify its purpose and a	2	-3	-1.38
1.38	0	-0.00		3
30	Define the approach to managing the users/ residents/ third	30	0	-0.00
1	0.46	-3	-1.38	

Consensus Statements -- Those That Do Not Distinguish Between ANY Pair of Factors.

All Listed Statements are Non-Significant at $P > .01$, and Those Flagged With an * are also Non-Significant at $P > .05$.

Factors

		1			
2	3				
No.	Statement	No.	Q-SV	Z-SCR	
Q-SV	Z-SCR	Q-SV	Z-SCR		
1	Reflect on the personal interests and goals of the key ind	1	-1	-0.46	
-2	-0.92	1	0.46		
3*	Help me understand what the partner organization expects fro	3	1	0.46	
-1	-0.46	0	-0.00		
5*	Help me gain a better understanding of the interests of the	5	2	0.92	
0	0.00	2	0.92		
6*	Work on defining shared goals.	6	2	0.92	
3	1.38	4	1.85		
7*	Organize the 'soft side' of the project.	7	1	0.46	
-1	-0.46	-1	-0.46		
9*	Specify or complement the contract terms.	9	-3	-1.38	
-2	-0.92	-4	-1.85		
10*	Create an opportunity for me to develop myself professionall	10	-3	-1.38	
-4	-1.85	-2	-0.92		
11	Jointly further design how pricing, accountability, invoici	11	-3	-1.38	
-2	-0.92	0	-0.00		
12	Clarify the interests and goals of my own organization.	12	-1	-0.46	
2	0.92	2	0.92		
13*	To define what success means for this project.	13	3	1.38	
4	1.85	4	1.85		
15	Better understand the collaboration styles and personality	15	3	1.38	
0	0.00	2	0.92		
16*	Jointly further design how shared understanding, problem-so	16	2	0.92	
2	0.92	1	0.46		
18*	Jointly further design how change management, risk manageme	18	-1	-0.46	

1	0.46	-1	-0.46			
20*	Understand the project context better.	20		2	0.92	
3	1.38	1	0.46			
21*	Jointly discuss and further specify the project goals and v	21		3	1.38	
4	1.85	3	1.38			
22	Help me reflect on my own interests and goals for the projec	22		0	-0.00	
-2	-0.92	-3	-1.38			
23*	Jointly further design conflict management and escalation me	23		-1	-0.46	
1	0.46	0	-0.00			
24*	Help me voice what my team expects from the other organizati	24		2	0.92	
0	0.00	1	0.46			
25	Develop binding agreements to specify the project plan furth	25		1	0.46	
-1	-0.46	-2	-0.92			
26	Contribute to building trust and respect between the organiz	26		4	1.85	
1	0.46	3	1.38			
27*	Talk about concrete anticipated risks or bottlenecks.	27		0	-0.00	
-1	-0.46	1	0.46			
28*	Jointly discuss and further develop collaboration principle	28		3	1.38	
2	0.92	3	1.38			
29*	Help me understand the interests and goals of members of my	29		-2	-0.92	
0	0.00	-2	-0.92			
31*	Clarify what the partner organization expects from my team.	31		1	0.46	
1	0.46	2	0.92			
32*	Create the opportunity for informal and fun moments that con	32		0	-0.00	
2	0.92	0	-0.00			
33*	Set the grounds for a culture of collaboration and a good wo	33		4	1.85	
2	0.92	3	1.38			
34*	Discuss the schedule, timelines and key milestones for the p	34		1	0.46	
-1	-0.46	0	-0.00			
35*	Jointly define and further develop key performance indicato	35		-1	-0.46	
-1	-0.46	0	-0.00			
36	Create the opportunity for me to voice what I expect from my	36		-1	-0.46	
0	0.00	-3	-1.38			
37*	Jointly further design how information and data will be man	37		-2	-0.92	
-3	-1.38	-2	-0.92			
39*	Talk about technical details and the relevant specifications	39		-4	-1.85	
-3	-1.38	-3	-1.38			
40*	Jointly define and further develop key performance indicato	40		0	-0.00	
-2	-0.92	-1	-0.46			
41*	Enable exchanging knowledge about learned lessons and experi	41		0	-0.00	
0	0.00	-1	-0.46			

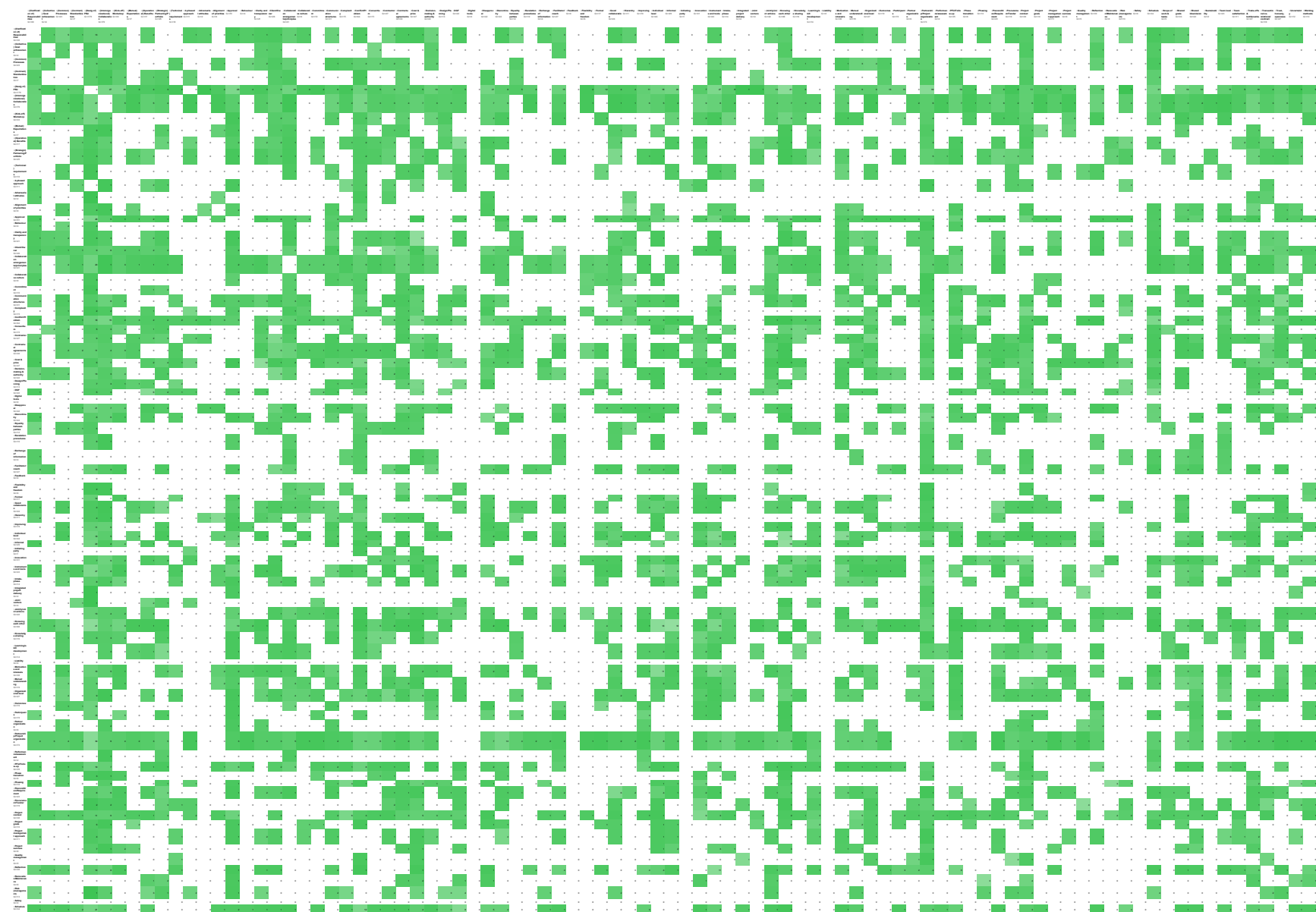
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Appendix 13: Document comparison table

Data	Case 1	Case 2	Case 3
Case data	Ballast Nedam	Ballast Nedam	Municipality
PSU done	yes	yes	Yes (Sept-25)
PFU done	yes 2/3 one organized for each milestone (TB)	yes	Yes (Mar-26) – thematic session for collaboration
Form of collaboration	Portfolio contract, 2-phased-contract	Two-Phase Components in accordance with Article 2.163 sub c of the Public Procurement Act + 15 year maintenance	Innovation Partnership, based on portfolio and 2-phased contract. Consortium of 3 contractors.
Contract form	Integrated contract UAV-GC 2005 (D&C) + multi-year maintenance	UAV-GC1 2019, joint venture	Framework 'Collaboration agreement' (SOK)
Portfolio approach	This assignment is part of the South Holland Tunnel Renovation Program (PTZ), which consists of the renovation of a portfolio of five tunnels in the West Netherlands South region (WNZ). A portfolio approach is being used for this program, meaning that learning will take place across projects and that OG and ON will build a sustainable partnership.	Not a 'portfolio' per se but 10 sub-projects that are either two-phased or lumpsum and for which different agreements are issued (sometimes 2-3 subprojects together)	Yes, approximate 12-15 turf pitches a year, with a maximum of 270 over 10 years
Timeline	Delivery: 30 November 2028	Delivery: 2032	2025-2035
Phases	1. Commissioning of the contract 2. Completion of the work (work & maintenance phase during realization) 3. Completion of the long-term maintenance period (MJO) Differences in contractual agreements for the two phases (VO)	1. Design phase 2. Realization phase 3. Operational and maintenance phase 4. Use 5. Hand-over	1. R&D phase (3-4 years), with a prototype and pilot and regular field renovations 2. Commercial phase with field renovations with innovative solutions form the R&D Phase
Role and responsibility of ON	- to perform its Work in such a way that it contributes as much as possible to the mission and objectives of the Client - makes no investment proposals, just improvement proposals if relevant - 1: visibly demonstrating good stewardship in identifying and performing its work - 2: Working in a public-oriented manner, ensuring safety, availability and reliability of the functions to the highest degree possible - 3: Include maintenance & risk management for purpose of sustainability & lifecycle management with regard to costs and functioning - 4: Keep data up to date or improve it if necessary - 5: Make data available to the client and inform them about the condition of the area - verify this information and, before commencing the work, to reach agreement with the Client on responsibility for any deviations found (during the transition period) - identifying and removing all deviations (some exceptions) - actively contribute to the transfer of structured area data and knowledge to the Client & maintenance company - maintain intervention moments - determine at its own discretion which Work must be performed by it and at what time in order to fulfill the contractual obligations - determine criteria for fulfillment of contractual obligations - the Contractor must itself determine the need to describe processes that are necessary for the realization of the Work - implement social return in a suitable implementation of the Social Return Growth Plan - communication with third parties in the most user-friendly manner possible and strive to maintain the best possible (long-term) relationship with stakeholders	- carry out the Design work in order to produce the Documents for each Two-phase component per baseline, in accordance with the provisions of paragraph 2.1 in part 2 of this annex; - specify and substantiate Preliminary Quantities at each baseline in accordance with the provisions of requirement 2F-OW413, and - make every effort to ensure that the Preliminary Quantities always remain within the Indicative Quantities, as specified for Phase 2 and the Operational phase in tables 1, 2, 3, and 4 of appendix 2 of this annex; - timely and substantiated inform the Client when, in their opinion, it is not possible to keep a Preliminary Quantity within the Indicative Quantity, and take management measures to bring the Preliminary Quantity back within the Indicative Quantity. - provide insight into the actual costs of the Design Activities carried out in Phase 1, in accordance with the provisions of requirement 2F-FM303, and - make every effort to ensure that the costs and duration of the Design Activities carried out in Phase 1 remain within the Indicative Quantities, as specified for Phase 1 in tables 1 and 2 of appendix 2 of this annex; - notify the Client in a timely and substantiated manner when, in their opinion, it is not possible to keep them within the Indicative Quantity and take control measures to bring them back within the Indicative Quantity; - always be adequately insured in accordance with § 39 paragraph 1 of the UAV-GC I. - The Contractor shall carry out the Design Work (including investigations) in accordance with the provisions of the Agreement; - In doing so, the Contractor shall provide insight into how risks that may arise in Phase 2 can be eliminated or mitigated, so that Phase 2 can proceed predictably and reliably. For risks with significant consequences, the Contractor shall prepare a management plan;	Partnership: with an own investment in innovation advising and proactive role
Role and responsibility of OG	- manage the functioning and performance of the area in a controlled manner - update maintenance strategies - determine resulting necessary investments - adjust planning of forecast investments - identifying and prioritizing risks to define and program measures to control these risks - inform the contractor as fully as possible about the area - provide an overview of the risks present (up-to-date, reliable, complete) short and longer-term	- cooperate with the Contractor within its own responsibility in the execution of Phase 1; - accept the subsequent baselines with the associated Preliminary Quantities in accordance with the provisions of requirement 2F-TM039 when the baseline complies with the provisions of the Agreement, when the Preliminary Quantities are sufficiently substantiated, and when the Preliminary Quantities fall within the Indicative Quantities. - based on the submitted baseline DO for each Two-phase component and the associated Preliminary Quantities upon their Acceptance, determine the Definitive Quantities and issue a Two-phase certificate for each Two-phase component; - warn the Contractor if, in the Client's opinion, the Design activities do not lead to the desired outcome of the Agreement; - after submitting the baseline SO for the Merwede Bridge (West and East), determine the Indicative Value for the Merwede Bridge (West and East) as soon as possible.	
Contract terms describing collaboration	Below	Below	Given that this case included partnership between other organizations than the first two, available documentation differed
PMP	1. the project objective(s); 2. the project management control; 3. the cooperation agreements, including formal and informal consultation structures between the Client and the Contractor and associated escalation lines - there is a need for extra force and further clarification of collaboration and behavioral expectations - Good cooperation is the foundation of a successful project. In this project, we focus on a satisfied organization to ensure maximum space for collaboration and for project members to share their experience and insights.	- The collaboration is supported by a (already completed) Project Start Up (PSU) and Project Follow Ups (PFUs), see requirement (IN210). The frequency of the PFU is at least semi-annually. For the environment teams of client and [contractors] we organize a separate joint PSU, followed by bi-weekly meetings and PFUs, with the aim of being aligned in the collaboration with stakeholders - After these PSUs/PFUs, both broadening is sought (substantive follow-up sessions in the form of design studios/workshops to develop the vision and elaboration of various themes with advisors/specialists from both organizations) and deepening are undertaken, through which we continue to steer towards the necessary good C14 collaboration throughout the entire duration of this contract. - Collaboration Tables show the three levels at which project issues are discussed daily, monthly, or a few times a year in an open and transparent manner - Within the team, we will all take our own responsibility to make the project a success. We accept everyone, but not every behavior. The right attitude and behavior are more important than ever on a two-phase project. Based on the 6Vs and the required attitude and behavior, [client] and [contractors] will jointly develop collaboration principles. These will be documented and shared with the entire project organization, as a guideline for daily work	(Start document) The following 5 cooperation objectives are provided: 1. The directly involved parties (contractors, Municipalities, and relevant stakeholders) endorse the objectives and the approach to the task, feel ownership thereof, and develop themselves in this regard; 2. The performance of the future-proof artificial turf fields and cooperation processes is continuously improved; 3. The learning capacity and knowledge exchange between links in the chain (vertical) and between chains (horizontal) are supported and secured; 4. Developed solutions are scaled up; 5. Affordability and cost predictability are ensured. - We provide a preliminary outline of the collaboration principles that seem appropriate to us, accompanied by a brief description per principle. We may discuss and adjust these collaboration principles after the assignment has been awarded, in order to arrive at mutually supported collaboration principles. The following 5 principles are provided: 1. We ensure proportionality in the collaboration; 2. We work and communicate openly, honestly, unambiguously, transparently, and predictably. 3. We continuously learn, improve, and develop; 4. We can act autonomously and follow an approach that serves the goals, interests, and ambitions of this assignment; 5. Together we strive for the best end result and we demonstrate ownership and loyalty to this partnership and this assignment.
Vraagspecificatie Eisen	- The Agreement is based on equality between the Contractor and the Client and focuses on positive cooperation between the parties, while respecting each other's interests and objectives. - agreement establishes explicit division of responsibility between the 2 as basis for cooperation - Both the Client and the Contractor are expected to act professionally and contribute to a better result through constructive cooperation. - IN10 The Contractor must contribute to an effective exchange of information with the Client, ensuring that both parties are informed correctly and in a timely manner and that collaboration is stimulated. - IN1011 The Client contributes to an effective exchange of information with the Contractor, ensuring that both parties are informed accurately and timely, that collaboration is stimulated, and that joint success is pursued with respect for each other's interests. - IN1013 The Contractor and the Client work together focused on the project objectives. In this context, the Client and Contractor will support each other, upon request, in consultations with internal and external stakeholders of either party. This is based on the division of tasks and responsibilities as determined in the Agreement - IN210 The Client and the Contractor jointly organize a Project Start-Up (PSU) and, if necessary, Project Follow-Ups (PFUs). - IN211 The Contractor must take into account the administration of a team assessment immediately after the assignment has been awarded. The team assessment is conducted with the core teams of the Client and Contractor. The team assessment serves as input for the PSU. - IN212 The Client and Contractor must organize the PFUs at least semi-annually and at each phase transition (phases are specified in requirement TM100)	- Both the Client and the Contractor are expected to act professionally and contribute to a better outcome through constructive collaboration. - Many projects in the civil engineering sector are tendered in an integrated manner, and the projects are becoming increasingly complex. As a result, collaboration is no longer a soft issue but an absolute necessity. The importance of this has been recognized, and a joint market vision has been developed within the industry. Additionally, a transition towards a vital infrastructure sector has been initiated together with the market. The market vision and the program Market in Transition, of which the two-phase approach is a part, form the basis of this assignment, and both the Client and the Contractor are expected to contribute to the market vision and the intended transition in this assignment.	(Collaboration agreement) The purpose of the Kick-off is to get acquainted with and to thoroughly understand the task and objectives. During the individual Kick-off, we will discuss, among other things: a. The collaboration approach, objectives, and principles b. The working agreements regarding the structure of the Governance. 2. After the assignment has been awarded, the Parties shall enter into consultation regarding the scheduling, organization, content, and attendees of the Kick-off. 3. The Kick-off must be chaired by an independent process facilitator. 4. Key officials of the Parties must be present at the Kick-off. The Parties organize a project management meeting at least 4 times a year regarding the structuring, development, and maintenance of the organization and work processes at the level of the Cooperation Agreement and of Track 1 and Track 2. During the meeting, the Parties evaluate the cooperation and performance, among other things, based on the results of the Performance Measurements carried out as included in the progress report. The following topics are addressed during the meeting: a. Progress (based on the progress report) b. Cooperation and performance based on the Performance Measurements c. Fulfillment of project goals and cooperation goals d. Financial control and risks e. Handling of change proposals, escalations, and interventions f. Strategic communication and stakeholder management g. Outlook and milestones h. Considerations and preparation for client consultation The chairmanship and reporting rotate between the Parties.

AVD/BPKV	- To maximize success, the project team considers good collaboration with the contractor crucial in all phases of the project. Collaboration is a way of working in which mutual dependencies are jointly assessed, addressed, monitored, and adjusted, in such a transparent manner that everyone involved is and remains convinced that their interests are being treated fairly. Interaction, assessment, and, where necessary, intervention are the cornerstones on which [client] bases its collaborative approach. - Effective collaboration starts with strong mutual understanding. Knowing each other, their motivations, beliefs, interests, and communication styles, contributes to smooth and effective coordination and decision-making. Reflecting and learning together based on initial collaboration experiences reinforces this. PIZ aims to carry out various activities with its contractor, partly stemming from contractual (process) agreements, to strengthen the relational aspects of the collaboration. These include team coaching, team assessments, shared work locations, and regular evaluations. - It's not just the shared objective that matters, but also how it's achieved. Process-related aspects include the efficiency and effective structuring of communication and decision-making. Well-organized processes ensure clarity and transparency, ensuring that employees from all parties involved are aware of their roles, responsibilities, and expectations. This helps prevent misunderstandings and fosters a culture of openness and trust. Moreover, it enables parties to act proactively and jointly address problems that may arise during the project's lifecycle. Knowledge and understanding of the processes used by collaborating parties contribute to this. - Important starting conditions for collaboration are favorable pricing, an acceptable risk profile, and stable requirements and conditions for implementation. - Even after the contract award, PTZ expects to collaborate with the contractor to gain learning experiences and implement optimizations, including those focused on the multi-year maintenance phase, repeat contracts, and other future tunnel renovations.	- Managers (approximately 50) play a decisive role in promoting and encouraging cooperation. To further develop their skills in this area, they will receive two days of in-depth training on the introduction day, including training by our collaboration coach (coach, 0.4 FTE) - We select people based on cooperation skills and develop these at employee and organizational level. Every employee must go through the [contractor] car wash - During an introduction day, we present the HPs, the KSFs, our working method in accordance with PMP, the project vision, and our cooperation principles - Cooperation tables where anything can be said and under the guidance of the coach, we discuss team interaction at the first meeting based on our Management Drives profiles. - The OT-PSUs/PFUs ensure that cooperation with stakeholders starts on the right footing. Issues are discussed openly with the STs at an early stage, and a collaborative relationship is established at all levels of the organization based on the content, enabling optimal decision-making based on trust. Establishing principles of cooperation gives direction to the collaboration and makes it concrete and shared by the entire organization.	
Annexes	- Given the objectives of the In-depth Phase, more intensive collaboration between the Client and the Contractor is required than is customary with UAV-GC contracts. This intensive collaboration is necessary, among other things, to: see document for reasons - 2. Within four weeks of receiving the assignment, the Client and the Contractor will jointly organize a project start-up for the Understanding Phase (PSU-DGF) to discuss mutual expectations regarding the implementation of this phase. IB24 - describe the results of the PSU-DGF in the partial quality management plan - (e. The Contractor must hold a progress meeting with the Client every four weeks to discuss the progress of the Understanding Phase)	- The Advisory Council pays attention to the cooperation between parties. The Advisory Council can discuss problems that may lead to a difference of opinion on its own initiative with both parties and advise them – whether or not through reflection. Performance measurement is understood to mean measuring the quality of the cooperation between the Client and the Contractor. Performance measurement is not aimed at measuring contractual performance. - Once per quarter, the Client and the Contractor will hold a meeting on the collaboration based on the results of the questionnaire completed by both parties.	
Statements about implementation (if available)			
Agreements made in the PSU/PFU	- To be made: safety works with OG and ON for integrated safety		
Voortgangsd. 08	- a Strategy Day took place, where the ON Core Team discussed how the Core Team views certain topics. It was a good day to exchange different perspectives and organize adjustments. During the same period, a Mini PFU meeting was also held with PM/CM/TM from both ON and OG. It was valuable to pause in a small committee and form a shared understanding of what awaited us in the coming periods		
	- the collaboration with OG is appreciated and experienced positively. We see in the various formal and informal meetings that both OG and ON are intrinsically motivated to maintain a good collaboration, because both parties are aware that successful collaboration is essential to successfully realizing this project		
Markt visie samenwerking		Revise and partly obligate instruments for cooperation (based on construction reflection/team coach/PSUs/PFUs)	
Definition Collaboration	Collaboration is a way of working in which mutual dependencies are jointly assessed, addressed, monitored, and adjusted, in such a transparent manner that everyone involved is and remains convinced that their interests are being treated fairly. Interaction, assessment, and, where necessary, intervention are the cornerstones on which [client] bases its collaborative approach.		

Appendix 14: Cross-case co-occurrence table



Plan Overview

A Data Management Plan created using DMPonline

Title: Project startups as legal instruments for collaboration in complex projects

Creator: Dilara Paulsen

Principal Investigator: Dilara Paulsen

Data Manager: Dilara Paulsen

Project Administrator: Jelle Koolwijk, Evelien Bruggeman

Affiliation: Delft University of Technology

Template: TU Delft Data Management Plan template (2025)

Project abstract:

To organize construction projects better and facilitate the partnership between project actors, a variety of legal and managerial instruments are currently applied within the construction sector. In the Netherlands, project startups (PSUs) are a frequently used instrument intended foster collaborative behavior between project partners from the outset of a project. Project management literature acknowledges that PSUs are used across sectors and are generally perceived as valuable by practitioners. However, existing studies indicate that PSUs remain insufficiently utilized and that limited understanding exists regarding how project startups can be practically and legally embedded in construction projects to support the achievement of actors' goals on the individual, team, project and organizational level. This research gap is relevant, given the temporary and legally complicated nature of complex construction projects.

The research addresses the main research question: How can project partners practically and legally design project start-ups to achieve actor goals in complex projects? To that end, the study investigates how PSUs are designed in current practice, the context in which they are used and legally embedded, the actor goals motivating their use, stakeholders' perception of PSU effectiveness and, finally, possible design improvements.

This study follows a mixed-methods approach, based on three case studies of complex construction projects. The research design includes document analyses of project and contract documentation, application of the Qsort method to identify actor priorities and goals and in-depth expert interviews with PSU participants to assess perceived the effectiveness. As a last step, cross-case synthesis is used to develop practical design recommendations.

The findings contribute to academic debates on project startups and legal instruments in project management, while offering actionable guidance for project owners, managers and legal professionals seeking to enhance teamwork processes in construction projects.

ID: 194764

Start date: 20-01-2026

End date: 20-06-2026

Last modified: 11-02-2026

Project startups as legal instruments for collaboration in complex projects

0. Administrative questions

1. Provide the name of the data management support staff consulted during the preparation of this plan and the date of consultation. Please also mention if you consulted any other support staff.

I received support by my Master thesis supervisor Jelle Koolwijk on January 15 and February 6, 2026. Previously, I have reached out to the Architecture faculty data steward Janine Strandberg who reviewed the DMP and gave me a feedback on January 13, which I implemented for this version.

2. Is TU Delft the lead institution for this project?

- Yes, leading the collaboration – please provide details of the type of collaboration and the involved parties below

TU Delft is the leading institution for this project. The thesis will include an internship at Ballast Nedam infrastructure, who will provide the documents of the selected case studies from their portfolio and who will be participating in Qsort sessions and semi-structured interviews. The same research instruments will also be used for a case from the Gemeente Amsterdam, but no internship is done at that institution.

I. Data/code description and collection or re-use

3. Provide a general description of the types of data/code you will be working with, including any re-used data/code.

Type of data/code	File format(s)	How will data/code be collected/generated? <i>For re-used data/code: what are the sources and terms of use?</i>	Purpose of processing	Storage location	Who will have access to the data/code?
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Project documents, contracts and project startup (PSU) protocols	.docx, .pdf, .xlsx, .jpg, .png	The data is provided by Ballast Nedam. The terms of use are determined by the internship contract and confidentiality agreement between Dilara Paulsen and Ballast Nedam.	The data serves to make document analyses which ought to bring insight into how construction companies currently perform PSUs and how they embed them contractually.	TU Delft Onedrive, temporarily used in Atlas.ti	Master Student Dilara Paulsen + Supervisor 1: Evelien Bruggeman + Supervisor 2: Jelle Koolwijk
Coding of the construction project documentation, contracts and project startup protocols	.docx, .pdf, .xlsx, .atlasti	Document analysis	The data serves to make document analyses which ought to bring insight into how construction companies currently perform PSUs and how they embed them contractually.	TU Delft Onedrive, temporarily used in Atlas.ti	Master Student Dilara Paulsen + Supervisor 1: Evelien Bruggeman + Supervisor 2: Jelle Koolwijk
Pseudonymized transcript and notes of semi-structured interview data	.docx, .pdf	Semi-structured interviews	The data provide a documentation of how different project actors experience PSUs, which goals they pursue by setting them up or participating in them and as how effective they perceive them.	TU Delft Onedrive, temporarily used in Atlas.ti	Master Student Dilara Paulsen + Supervisor 1: Evelien Bruggeman + Supervisor 2: Jelle Koolwijk
Pseudonymized audio recordings of in-depth interviews	.wav, .mp3	Semi-structured interviews	The data provide a documentation of how different project actors experience PSUs, which goals they pursue by setting them up or participating in them and as how effective they perceive them.	TU Delft Onedrive	Master Student Dilara Paulsen + Supervisor 1: Evelien Bruggeman + Supervisor 2: Jelle Koolwijk

Quantitative data from the Qsort methodology	.jpg, .png, .docx, .pdf, .xlsx	In Qsort sessions	The data serves to identify different actors' goals for the PSU process and a ranking of their importance. There will be no pictures of persons taken.	TU Delft Onedrive	Master Student Dilara Paulsen + Supervisor 1: Evelien Bruggeman + Supervisor 2: Jelle Koolwijk
(Not in all cases) Anonymized notes of the follow-up interview at the end of the Qsort sessions	.docx, .pdf	In Qsort sessions	The data will be used to ask clarifying questions about participants' answers in the Qsort sessions	TU Delft Onedrive, temporarily used in Atlas.ti	Master Student Dilara Paulsen + Supervisor 1: Evelien Bruggeman + Supervisor 2: Jelle Koolwijk
Informed consent forms	.pdf	Informed consent forms signed manually.	To obtain and document informed consent	TU Delft Onedrive	Master Student Dilara Paulsen + Supervisor 1: Evelien Bruggeman + Supervisor 2: Jelle Koolwijk
Personally Identifiable Information (PII): participants' name, email, work address, company name, mobile number, job/position	.pdf, .xlsx	Contact information of construction project teams (2 different teams), participants taking part in interviews and the Qsort sessions, received from Ballast Nedam. Informed consent forms are signed and contain participants' name + email and job/position	For administrative purposes: obtaining informed consent and communicating with participants, preparing the interviews and Qsort sessions	TU Delft Onedrive	Master Student Dilara Paulsen

II. Storage and backup during the research process

4. How much data/code storage will you require during the project lifetime?

- < 250 GB

5. Where will the data/code be stored and backed-up during the project lifetime? (Select all that apply.)

- Another storage system – please explain below, including provided security measures
- TU Delft OneDrive

A project data storage has been requested from the TOP Desk as backup location.

III. Data/code documentation

6. What documentation will accompany data/code? (Select all that apply.)

- Metadata – I will adhere to the metadata standards used by the data repository where the data will be shared (see section V)
- Data – README file or other documentation explaining how data are organised
- Data – Methodology of data collection
- Data – Codebook describing the contents, structure, layout, and variable definitions of the data

IV. Legal and ethical requirements, code of conducts

7. Does your research involve human subjects or third-party datasets collected from human participants?

If you are working with a human subject(s), you will need to obtain the HREC approval for your research project.

- Yes – please provide details in the additional information box below

I am working with professionals from the construction field, such as project managers (contractor and client), project owners/initiators, contract managers, project startup facilitators and potentially other project stakeholders. They will be participants in the Qsort method sessions and I will conduct semi-structured interviews with them. Their PII will not be published, but they will be pseudonymized to the role that they had in the project. This is important since the research needs to investigate goals of different actors and organizations and understand their experiences with the project startup process. I will apply for HREC approval on 14.02.2026.

8. Will you work with personal data? (This is information about an identified or identifiable natural person, either for research or project administration purposes.)

- Yes

I will store contact information (Participants' name, email, work address, company name, mobile number, job/position) for administrative purposes during the work on the thesis.

The research subjects will be pseudonomized and assigned to their role in the project, i.e. contractor's contract manager.

The keys for the pseudonomized data will not be shared with any party outside the research team.

9. Will you work with any other types of confidential or classified data or code as listed below? (Select all that apply and provide additional details below.)

*If you are not sure which option to select, ask your **Faculty Data Steward** for advice.*

- Yes, confidential data received from commercial, or other external partners

Even though the research does not aim to collect commercially sensitive data, an agreement about this is concluded between me and Ballast Nedam. These data cannot be shared and will be deleted before analyzing the data.

10. How will ownership of the data and intellectual property rights to the data be managed?

For projects involving commercially-sensitive research or research involving third parties, seek advice of your [Faculty Contract Manager](#) when answering this question.

The intellectual property rights are framed by a graduation agreement between Delft University of Technology, myself and Ballast Nedam.

11. Which personal data or data from human participants do you work with? (Select all that apply.)

- Proof of consent (such as signed consent materials which contain name and signature)
- Audio recordings
- Job title and/or employer
- Telephone number, email addresses and/or other addresses as contact details for administrative purposes
- Names as contact details for administrative purposes

12. Please list the categories of data subjects and their geographical location.

The participants of the Qsort sessions and the interviews (Construction project team members) are all located in the European Union (NL).

13. Will you be receiving personal data from or transferring personal data to third parties (groups of individuals or organisations)?

- No

No raw research data will be shared with external companies, like the internship host Ballast Nedam. External parties will be able to read the anonymized results, two weeks before the written master thesis will be published.

16. What are the legal grounds for personal data processing?

- Informed consent

17. Please describe the informed consent procedure you will follow below.

The researcher will inform the potential participants about the goals and procedures of the research project. The researcher will also inform them about the personal data that are being processed and for what purpose. This information will be provided to the potential participants as follows: digital copy of the information will be emailed to participants before the interview/experiment. All participants will be asked for their consent for taking part in the study and for data processing by signing a physical informed consent form before the start of the interview/Qsort session.

18. Where will you store the physical/digital signed consent forms or other types of proof of consent (such as recording of verbal consent)?

The proof of consent (digital copy of signed document) will be preserved on the TU Delft Onedrive and TU Delft Project Data Storage (U:) drive.

19. Does the processing of the personal data result in a high risk to the data subjects? (Select all that apply.)

If the processing of the personal data results in a high risk to the data subjects, it is required to perform a Data Protection Impact Assessment (DPIA). In order to determine if there is a high risk for the data subjects, please check if any of the options below that are applicable to the processing of the personal data in your research project.

If any category applies, please provide additional information in the box below. Likewise, if you collect other type of potentially sensitive data, or if you have any additional

comments, include these in the box below.

If one or more options listed below apply, your project might need a DPIA. Please get in touch with the Privacy team (privacy-tud@tudelft.nl) to get advice as to whether DPIA is necessary.

- None of the above apply

23. What will happen with the personal data used in the research after the end of the research project?

- Other – please explain below

Personal research data will be destroyed after the end of the research project. Pseudonymize data will be anonymized, data from the interviews are translated into anonymous summaries. Data from the Qsort sessions will be anonymous from data collection already.

24. For how long will personal research data (including pseudonymised data) be stored?

- Personal data will be deleted at the end of the research project

25. How will your study participants be asked for their consent for data sharing?

- In the informed consent form: participants are informed that their personal data will be anonymised and that the anonymised dataset is shared publicly

The semi-structured interview data is pseudonymized for the duration of the data analysis and anonymized and summarized for the research results and thesis presentation.

V. Data sharing and long term preservation

27. Apart from personal data mentioned in question 23, will any other data be publicly shared?

Please provide a list of data/code you are going to share under 'Additional Information'.

- Other – please explain below

The data that can be publicly shared are subject to the confidentiality agreement between Dilara

29. How will you share research data/code, including those mentioned in question 23?
Select all that apply and provide additional details below.

- I am a Bachelor's/Master's student at TU Delft and I will share the data/code in the body and/or appendices of my thesis/report in the TU Delft Repository

30. How much of your data/code will be shared in a research data repository?

- < 100 GB

31. When will the data/code be shared?

- As soon as corresponding results (papers, theses, reports) are published

32. Under what licence(s) will the data/code be released?

- Other – please explain below

My thesis will be in the automatically placed under copyright in the TU Delft Repository.

VI. Data management responsibilities and resources

33. If you leave TU Delft (or are unavailable), who is going to be responsible for the data/code resulting from this project?

The supervising tutors Evelien Bruggeman and Jelle Koolwijk professors at TU Delft.

34. What resources (for example financial and time) will be dedicated to data management and ensuring that data will be FAIR (Findable, Accessible, Interoperable, Re-usable)?

4TU.ResearchData is able to archive 1TB of data per researcher per year free of charge for all TU Delft researchers. We do not expect to exceed this and therefore there are no additional costs of long term

preservation.

35. Which faculty do you belong to?

- Faculty of Architecture and the Built Environment (ABE)