

SUPPLEMENTARY APPENDIX

Table 4. Additional representative supporting data for each 2nd order category*

No single leader emergence (BlueNet and RedNet)	
2nd order categories and 1st order concepts (italicized)	Representative 1st order data
<p>Not granting leading influence to any individual (no leader attribution)</p> <p><i>Appreciating the coordinators' outstanding contributions and engagement in the network (moderation and organization; service for all member firms) as crucial for network formation and functioning, and describing it with features that may be used to characterize leadership behavior, yet no "leader" attribution in the network, i.e., not feeling as if being "led"; not granting increased influence based on potential status differences among participants; refusing status differentiation among participants</i></p>	<p>"I wouldn't strictly say that he (coordinator) sets the course; It's, well, democratically structured. Yes, I'd say he's the organizer, if you want to paraphrase things" (BlueNet actor).</p> <p>"In a network I don't have to be led so much, I know myself what I have to do (laughs). I see that more as the role of moderator ... This is less a leadership function that the network spokesperson has (BlueNet actor).</p> <p>"The coordinator is exactly the same as us. This means that there are no priority persons that had a special status. Not in this respect" (BlueNet actor).</p> <p>"Well, someone had to look after the minutes ... prepare everything suitably in advance, so that everything works ... I take a look at the general opinion ... Once I've got the members' approval, I organize things Well, for me this is management in the sense of moderation" (BlueNet coordinator).</p> <p>"Individual companies don't let themselves be influenced so easily, everyone does their own thing" (BlueNet coordinator).</p> <p>"I find it hard to believe that an individual can acquire a special status because, in this case it probably wouldn't function anymore" (BlueNet actor).</p> <p>"I've never experienced anyone here having the feeling that they had to play power games or something like that. I've never had that experience. And that wouldn't get a very warm welcome" (BlueNet actor).</p> <p>"The function of the executive unit is to carry out business. No decisions are made" (RedNet actor).</p> <p>"The coordinator does not have a leadership role ... he asks us what suggestions we have, how we envisage this; what subjects we want to have ... that is moderation, and these are questions of organization, not leadership" (RedNet actor).</p> <p>"In the network it's the companies, the network participants, who have subject responsibility (RedNet actor).</p> <p>"The subject of leadership is not very established. Naturally, you need someone who manages the process, while the decision on the subject ... is really always a joint one" (RedNet actor).</p> <p>"They (the actors in the network) are not led in the traditional sense of the word" (RedNet actor).</p> <p>"In that case [of status differentiation and if someone dominated] it wouldn't work anymore, because the others wouldn't regard their interests as being protected any more" (RedNet actor).</p> <p>"But I don't think that an individual then (if he has a special expertise on a subject) has a special status [slightly disparaging tone]. As I said, I think we all have the same status" (RedNet actor).</p>
Shared leadership (RedNet)	
2nd order categories and 1st order concepts (italicized)	Representative 1st order data
<p>Network-sensitive conceptions of being influential</p> <p><i>Claiming and perceiving joint decision-making processes based on values and ideals; emphasizing relaxed consensus building and collective responsibility; "being thematically guided" and distributing competences; appreciating various perspectives</i></p>	<p>"But you can't use your influence unjustly in the network. We've all got equal rights. I don't know whether you can really make use of your influence like that. You say that everything's now going in this direction, but everyone else wants to go in the other direction. There's nothing like that" (RedNet actor).</p> <p>"Here, in the network there is more of a collective cooperation... Everyone's very active ... people are very active and committed ... it's remained stable over the last few years" (RedNet actor).</p> <p>"People look for consensus in the network. They look for the common denominator for making decisions. In a company, well, one person collects everything, and naturally from bottom to top, and then makes the decision in the end by himself. And in the network, there's this democratic story" (RedNet actor).</p> <p>"Well, because opinions here are so different and a consensus can't be reached. And then people say plainly and simply, no" (RedNet actor).</p> <p>"Where I couldn't see any consensus. And it wasn't clear for me, do I take this direction or not. And my job now is to suggest these directions again ... I can't continue until I know the score ... And then I can look, and if there's no great resonance again, the topic is dead. Then it has to be brought in (again) from a different perspective by somebody else" (RedNet coordinator).</p> <p>"This is a very, very open management style [the coordinators practices], but not really leadership in this sense ... And this [because of being guided by themes] is why the group, to a certain extent, manages itself..." (RedNet actor).</p>
<p>Network drive in terms of emerging collective efforts as a network in practice</p> <p><i>Enthusiastic (emotionally contagious) input; contributing on the basis of values or individual concern and experience-based expertise with "the subject"; collective sensemaking and learning; ascribing broad relevance; jointly feeling the need to care for "the subject"; describing emerging collective efforts to advance with "the subject"; emergence of</i></p>	<p>"An idea that an individual brings to the working group should really be so sound that he can really contribute because of his competence as well ... There are really very competent people in the working group with joint responsibility who have really immersed themselves in an area, whether at work or privately... Or that he's so enthusiastic about this idea and that others are so infected by this that they say this is really a subject, we should look into this ... The others have to regard it as necessary as well" (RedNet actor).</p> <p>"I have now developed a methodological tool, and we want to publish it in the near future. I'm a drawing card in this situation. And in another situation, where others are much further, they present different things. This means that, in one situation, I would be a drawing card, and in another, it would be someone else. The consequence is that the others then ask and that the thing is made into a subject" (RedNet actor).</p> <p>"It [a contribution of another participant] has to involve you so that you say, 'this is a subject that I'd like to realize internally as well'... That you say, a company has realized something particularly that it might be conceivable for us" (RedNet actor).</p> <p>"[In the network] it's about joint influence ... it's about achieving something together" (RedNet actor).</p>

concrete joint projects; e.g., a "fantastic project" ("Project X")

"This means that there [in context of the publication of the yearbook] is a joint representation of the member companies ... what concerns all of them" (RedNet actor).

"Our work ... has developed a fantastic project which started in our working group [describes the creation of the Project X] ... That was the background that we collaborated and said that we'd like to trigger a project on subject X; but in a different way to what was previously done" (RedNet actor).

"Project X was the initiative of some of our member companies. The thing was, we said, 'OK, we must be the pioneers with subject X or we want to be pioneers here' ... It was clear that something was going to work with this subject ... So we said to the participants of the working group, 'OK, we have to work on this, because this is an important subject for us' ... And off we went" (RedNet coordinator).

"After the first meeting everyone was floating, because we really all wanted the same ... This first meeting was totally positive and everyone left the meeting [and said], 'yes, we're going to do that, and it'll be great' ... and everyone took over a part and contributed to the project sketch" (RedNet actor).

Network-level outcomes (RedNet)

2nd order category
and 1st order concepts (italicized)

Representative 1st order data

Collective efficacy and perceived high network performance

Being convinced that collective efforts will result in joint achievement and advancements of "the theme"; perceiving the network as "extremely effective" as a means to achieve something together; positive judgment of joint projects, network outcomes and network effectiveness

"I regard RedNet as one of the most effective associations there is ... Simply because of the quality of the exchanges, and because of the information, and in the end, because of the influence, which is far-reaching. That's extremely effective ... Quality means in the first place that you've got people in each of the working groups or at the members' meeting, who are simply very competent representatives of their branch. That they form opinions in their branches as well ... and also contribute because of their vast experience. That's a very good thing" (RedNet actor).

"Yes, they [our joint decisions] are then transported into politics ... and they're published everywhere. ... Petitions are submitted continuously that come from this network. In other words, not just once a year" (RedNet actor).

"RedNet worked flat-out as well [with regard to guidelines and legal regulations]. And a lot was straightened out as well. Which was really existential for us all" (RedNet actor).

You try to broadcast them [joint decisions, here decision to submit certain petitions] as widely as possible ... petitions are submitted continuously that come from this network" (RedNet actor).

Task-based network identity (BlueNet)

2nd order categories
and 1st order concepts (italicized)

Representative 1st order data

Individualistic network identity

Perceiving the network as a collaborative entity; understanding and appreciating network practices; "taking part"; emphasizing the need to make the network perceivable as a form

"If a participant doesn't like it, he can say, OK, that's not for me." (BlueNet actor).

"It's still a pooling of interests that serves the exchange of experience and knowledge ... Exchanging information and ideas with specialists from other companies, other divisions, who are confronted with the same problems" (BlueNet actor).

"Yes, well, the first time I took part, it wasn't clear to me that the presentation is discussed so intensively. And I had no idea beforehand what goes on. And after two hours, I was really surprised at what the group had worked out for itself from the presentation" (BlueNet actor).

"I believe that they have to arrive at an identity through the subject. That they identify with the subject that it's about, company environmental protection ... They all have the same subject. But in the first place they have to learn and understand that these are overlapping subjects" (BlueNet coordinator).

Single achievement motivation

Being somewhat reserved (open wait-and-see attitude); developing network contacts; burgeoning trustful network relationships; focus on results for member firms ("own company")

"They [the participants] sit there and listen and say, OK, if I can use it for my own needs, I'll take it on board. And if I can't use it myself, well, I'll leave it" (BlueNet coordinator).

"OK, I still had contacts with one company. And I phoned them outside meetings as well ... Otherwise the exchange was always very brief. It usually only lasted half a day" (BlueNet actor).

"You can discuss specific problems, and mention your own problems as well. And also find out what other specialists think, and then be able to use this for your own work in the companies" (BlueNet actor).

"[People discuss] how to proceed in specific cases ... that you try to apply step-by-step in your own company, or include in specific cases" (BlueNet actor).

Largely instrumentalist orientation towards network participation

More economic and rationalist (than idealistic) orientation; network relationships as a source of obtaining knowledge and advice for improving processes (problem-solving), and facilitating the daily work

"I do in fact expect new ideas, that I get information on innovations that are important for us now" (BlueNet actor).

"There aren't many impulses coming from below now" (BlueNet coordinator).

"And if the presentations from the network meeting are placed there [internet platform] as well, it's easy to get information afterwards, even if you're no longer there" (BlueNet actor).

"This is a meeting simply to exchange information; so that things a bit easier at work and long periods of research are avoided as well. This is advantageous in regard of time as well" (BlueNet actor).

"It [cooperation in the workgroup] has developed very well, because you can put a question or two to a colleague, what it's like in the division ... [names examples of interesting subject fields, laws or similar] ... And you can simply enquire and get answers or solutions already" (BlueNet actor).

Joint-motivational network identity (RedNet)

2nd order categories
and 1st order concepts (italicized)

Representative 1st order data

Collectivistic network identity

Representing the network as "we"; perceiving established solidarity;

"Basically, we're the network" (RedNet actor).

"You want to process situations. And what happens is you sit around the table with everyone and go: what problems do you have? What problems do we have? Can we work out solutions together" (RedNet actor).

drawing out a collectively shared understanding of "the theme"; evaluating the network in terms of how good we are as a network collective; perceiving the network as a means of transporting and expressing values and the "firm's philosophy"; emphasizing a need for a positive evaluation of external stakeholders' network perception

Joint network motivation

Experiencing themselves as part of a joint endeavor; generating shared representations of tasks; demonstrating a network-centered perspective of achievement; emphasizing collective performance

Largely value-laden attitude towards network participation

Transcending individual interest; emphasizing ethical aspects and societal relevance of the theme; expressing enthusiasm for ideals and values related to the network theme and purpose

"We support each other mutually" (RedNet actor).

"We're relatively well-known ... [describes successes]. The RedNet is a network that consists of many pioneers. They're also still pioneers in the subjects that are now coming up and are being tackled" (RedNet actor).

"We wanted to continue it [a publication] ... But with even more commonality ... And from then on, there was time and again the need to present ourselves as an association. It's not just important to make it clear to our own companies, but also to the association, why we have come together. What do we want to achieve through the affiliation in the RedNet" (RedNet coordinator).

"Everyone knows that they are under an obligation to provide something, but that they get a lot back as well ... That, when you see there are your own strengths, or you have a project at the moment that you're developing, that you're pleased to introduce it and share your knowledge" (RedNet actor).

"Actually, everyone's committed; everyone wants to progress as well ... What I mean is, the whole discussion on the subject and the context ... it's all quite collaborative" (RedNet actor).

"Common goals are developed on the basis of the fundamental joint orientation and conceptions" (RedNet actor).

"I find, it is an intensive working atmosphere ... where really an exchange takes place and where really also a curiosity is there ... a curiosity on that what the others have to report" (RedNet coordinator).

"OK, we say we want to deal with the subject [sustainability] in a specific way ... We want to promote the subject area XY" (RedNet actor).

"Of course, if no one wants anything [laughs], nothing happens. But if everyone wants something, and it's all in one direction ... it's about considering the degree to which we're going to do it ... Opinions have to be formed and then they have to be coordinated. Then you have to look for ways so that something great comes out of it" (RedNet actor).

"We had a telephone conversation on this [with Coordinator]; in future, we want to contribute even more to the values discussion ... including in the public presentation as a network" (RedNet actor).

"RedNet member companies all have one concern, namely, to spread ecological and sustainable thinking around a bit as well" (RedNet actor).

"There's also the readiness to make decisions spontaneously... people are also competent to make decisions. And they want to move things, for things to go forward" (RedNet actor).

"It has to do with the target that has to be reached. I can manage a company loyally or liberally. But I can have the idea of wiping out a competitor. Or I can manage a company with an iron hand, and have the idea of wiping out a competitor, speaking crudely. I would never, never have this idea in a network. This means that I want to do something together with others ... And on the other hand there's the really tough business, ... I have to be better than the others ... These are two completely different things" (RedNet actor).

Facilitators of task-based network identity (BlueNet)

Legitimization efforts by coordinators

Creating value for the member firms; making network advantages visible; emphasizing the need to develop a knowledge data base to evidence the network benefit for the member firms

"You can read all the minutes there ... even if it was two or three years ago. What did we deal with then, what were things like then ... And in this way you develop a small knowledge database that you can consult again and again on subjects such as ..." (BlueNet actor).

"And if the presentations from the network meeting are placed there (internet platform) as well, it's easy to get information afterwards, even if you're no longer there" (BlueNet actor).

"Well, first you have to stoke things up, first of all there's a very small fire. It's not like in network ... [describes an example of a very active network] they have very active companies that work together and push each other somehow or other with topics and they keep starting something new. This is still definitely not the case with us [in BlueNet]" (BlueNet coordinator).

"We have to get to where companies perceive things [in relation to the network] better... that this becomes a brand ... One of the things that we're doing at the moment is our initiative on the development of a CI [corporate identity] ... We are attempting to market the network, to present it ... so that it simply becomes more visible. ... And the other thing is that we fill it with very concrete content" (BlueNet coordinator).

Facilitators of joint-motivational network identity (RedNet)

2nd order category

and 1st order concepts (italicized)

Representative 1st order data

Preparation of context and processes for identity enactment

Supporting an emotionally positive climate and including "philosophical dimensions"; describing coordinators' work as collecting, summarizing different knowledge and opinions; amalgamating expertise, interests, and concerns; shifting between open-ended discussions and forging consent

"I experience this all the time ... well, it's simply relatively suitable relaxed. But it's not ... just crossing things off a list, just banging through the topics without any openness about talking about one thing or another. There there's no time there to tackle one thing or another a little bit more relaxed" (RedNet actor).

"We wouldn't have been able to develop these results if we hadn't had the moderator. Because he really understands how to bring in connections here, but also really to listen, and to bundle the knowledge that participants contribute practically" (RedNet actor).

"He [the coordinator] should really fish around very carefully and simply gather opinions and try to compress everything ... And he's very, very good at this" (RedNet actor).

"Myself, I don't necessarily tie these working groups down by saying something was decided there or that nothing was decided. It's more of a feeling if we've addressed a topic, discussed it" (RedNet coordinator).

"A certain instinctive feeling is required ... When there are different opinions, the coordinator has to try to balance them out" (RedNet actor).

*coordinated with Figures 1 and 2