Enhancing Wellbeing in EU Project Managers

A research perspective

T-HAP LTD team

Alessandro Carbone

Marta Ji Guillen Pena

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Summary

Introduction

The need addressed in this article and the research it presents stem directly from the experiences of both the authors and the mission of T-HAP LTD, an organization specializing in project design, implementation, training, and consulting. In recent years, there has been a growing focus on the mental health challenges professionals face, particularly concerning stress, anxiety, and burnout. This shift has motivated the researchers to explore the impact of these stressors on EU project managers—a profession to which many of T-HAP LTD's colleagues belong—while also examining strategies for prevention and management.

As project managers engaged in EU-funded projects, the authors have firsthand experience with the increasing pressures and complexities that define the profession. This study seeks to identify key factors that contribute to or undermine wellbeing in professional life, as well as to examine the coping mechanisms employed by project managers to mitigate stress and maintain performance. By combining general scientific perspectives with empirical data, the research aims to provide a comprehensive understanding of the wellbeing challenges faced by project managers today.

The article is structured into two complementary parts. The first section explores wellbeing within the context of EU project management through a literature review, analysing three key dimensions: individual, professional, and organizational. The second section presents original field research, which gathers data from project managers across Europe to assess real-world experiences in relation to the themes identified in the literature. The findings reveal significant coherence between theoretical perspectives and practical realities, reinforcing the relevance of scientific insights while adding depth through lived experiences.

The results of this research provide not only a snapshot of the current state of wellbeing among EU project managers but also serve as a foundation for strategic interventions. By offering data-driven insights and potential guidelines, this study aims to support the long-term sustainability of the profession, counteracting the rising pressures and demands that increasingly characterize the field.

1. Project manager's wellbeing: a literature excerpt

The wellbeing of individuals, particularly in professional settings, is a cornerstone of both personal satisfaction and organizational success. At the personal level, wellbeing encompasses mental health, emotional balance, and overall life satisfaction. It's a holistic concept that includes factors such as stress management, physical health, and the ability to maintain fulfilling relationships. Personal wellbeing is crucial not only for the individual's happiness but also for their productivity and engagement in various life domains.

In the professional realm, wellbeing extends beyond individual health to include job satisfaction, work-life balance, and professional growth. Within corporate environments, particularly in high-pressure roles such as project management, the wellbeing of employees is intimately linked to organizational performance. Therefore, organizational support, team dynamics, and leadership styles play pivotal roles in shaping the work environment and, consequently, the wellbeing of project managers. Supportive leadership and a positive organizational culture can buffer against the negative impacts of job stress, fostering resilience and improving job performance.

Conversely, dysfunctional work environments can exacerbate stress and contribute to burnout, underscoring the need for strategic interventions to promote wellbeing.

Project managers (PMs), especially those involved in complex and competitive EU-financed projects, face unique challenges that can significantly impact their wellbeing. The pressures of managing EU-funded projects are multifaceted. Project managers must navigate intricate funding guidelines, adhere to strict deadlines, and ensure the quality and competitiveness of their proposals. The inherent uncertainties and high stakes in these projects can lead to heightened levels of stress and anxiety. Research highlights the critical impact of these stressors on job satisfaction and overall mental. Moreover, personal traits such as perfectionism can exacerbate stress levels, leading to burnout and diminished job performance.

Recognizing and addressing the wellbeing of project managers is not only a matter of enhancing individual health but also a strategic imperative for achieving organizational success. By prioritizing the wellbeing of project managers, organizations can ensure sustained productivity, innovation, and competitive advantage in managing EU-financed projects.

Individual Level

At the individual level, project managers grapple with anxiety and stress, which are pervasive in their profession. The very nature of project management, characterized by uncertainty, complexity, and high stakes, predisposes individuals to experience heightened levels of anxiety. Particularly, project managers engaged in the process of writing, submitting, and managing EU-financed projects face a myriad of challenges rooted in the complexities of the proposal development process, the pressure to secure funding, and the demanding nature of project management responsibilities.

Research in the field of project management has identified the significant impact of stress and pressure on project managers engaged in proposal writing and project management activities. Research generally states that dissatisfied employees are more likely to miss work than satisfied employees (Aamodt, 2004; Saal & Knight, 1988). Therefore, there is a correlation between high stress levels and reduced job satisfaction, increased absenteeism, and decreased productivity among project managers. Turner (1999) highlights the anxiety-inducing nature of managing projects, where the fear of failure looms large, and the pressure to deliver results intensifies. This anxiety can escalate into chronic stress if not managed effectively, leading to adverse outcomes for both the individual and the project they oversee. In other words, project managers must navigate intricate funding guidelines, adhere to strict deadlines, and ensure the quality and competitiveness of their proposals. This pressure to succeed in a highly competitive environment can lead to heightened levels of stress and anxiety among project managers.

Moreover, personal factors such as perfectionism and self-efficacy beliefs can significantly impact how project managers perceive and cope with stress. Project managers who set excessively high standards for themselves or harbour doubts about their competence may be more vulnerable to stress and burnout. As such, project managers often experience heightened stress during the project initiation phase, where uncertainty is high, and project parameters are still being defined (San Cristóbal et at., 2018). The pursuit of EU funding entails inherent uncertainty and risk. Project managers invest significant time and resources in developing proposals, with no guarantee of success. The prospect of rejection and the potential impact on career prospects and organizational funding can create a sense of vulnerability and apprehension among project managers. Thus, it is necessary to consider that projects are

divided into two phases: the design phase and the implementation phase. Consequently, there is an evaluation carried out by a third party, which involves their own subjectivity and judgment. In other words, the project manager is entirely at the mercy of this third party, who will assess their proposal and may reject it without the possibility of appeal. This underscores the vulnerable and stressful nature to which PMs are subjected and the need for interventions that target individual coping mechanisms and promote resilience among project managers.

Additionally, the demanding nature of managing EU-funded projects can disrupt work-life balance for project managers. Long hours, tight deadlines, and the need to juggle multiple projects simultaneously can encroach upon personal time and contribute to feelings of burnout and exhaustion. Striking a balance between professional commitments and personal wellbeing becomes increasingly challenging in this context.

The literature underscores the importance of effective stress management strategies for project managers. Interventions such as mindfulness training (Shonin et al., 2013) have shown promise in reducing stress levels and enhancing wellbeing among project managers engaged in high-pressure environments. Additionally, research by Aubé et al. (2014) has shed light on the prevalence of burnout, emphasizing the need for organizational support mechanisms and interventions to mitigate the risk of burnout and promote resilience. Therefore, it highlights that perceived organizational support (POS) significantly enhances affective and normative commitment among employees, indicating emotional attachment and a sense of obligation to the organization, respectively. Additionally, the relationship between POS and affective commitment is stronger among employees with an internal locus of control and high work autonomy. These findings suggest that organizations should foster supportive environments and provide autonomy to enhance employee commitment and wellbeing.

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Professional Level

At the professional level, project managers grapple with time management challenges that can leave them feeling overwhelmed.

Inadequate time management can lead to project delays, budget overruns, and increased stress levels. In other words, effective time management is crucial for the successful completion of projects. Cooke-Davies (2002) identifies effective time management as a critical success factor in project management. It also highlights how project managers allocate resources efficiently, prioritize tasks effectively, and monitor progress rigorously. Therefore, the study underscores that mastering these skills not only optimizes project schedules but also reduces stress levels among team members, ultimately contributing to overall project success and organizational performance. Moreover, key findings emphasize the importance of leadership, stakeholder engagement, and effective communication as essential elements for project success. Additionally, project managers often report feeling inundated by the sheer volume of tasks and deadlines they must juggle simultaneously (Zwikael & Globerson, 2006). This sense of being pulled in multiple directions can erode their ability to prioritize effectively and allocate resources efficiently.

For their part, Turner and Cochrane (1993) introduce Goals-and-Methods Matrix (GMM) as a tool for managing projects with ambiguous goals and methods. It categorizes projects into quadrants based on goal clarity and method certainty, providing a structured approach for adapting management strategies accordingly. The GMM enhances project planning and execution by offering systematic ways to navigate uncertainty, thus improving project outcomes. It emphasizes the importance of flexible management approaches tailored to project characteristics, aiming to mitigate risks associated with unclear goals and uncertain methods, ultimately enhancing project success through strategic adaptation and effective utilization of resources. In other words, structured management frameworks contribute to overall project success by providing clarity and systematic approaches, which inherently include considerations of time management within project planning and execution.

Moreover, the phenomenon of "scope creep," where project requirements expand beyond the initial scope, can further exacerbate time management issues (Verma, 1996). Project managers may find themselves devoting disproportionate time and resources to addressing additional scope requests, leading to project delays and frustration. As such, traditional project management tools and techniques, which assume static and discrete task management with fixed parameters of time, cost, and resources, often lead to delays and cost overruns when applied to dynamically complex projects. These approaches overlook multiple feedback processes and nonlinear project relationships, rendering them inadequate for today's dynamic project environments. Project managers must adopt more integrated and adaptive strategies that acknowledge the unpredictability and continuous evolution of complex systems. This shift requires new methods for planning, scheduling, executing, and controlling projects to effectively manage the inherent complexities and uncertainties of modern projects (San Cristóbal et at., 2018).

Therefore, to address these challenges, organizations must invest in professional development initiatives that equip project managers with the necessary time management skills and strategies to thrive in dynamic project environments.

Additionally, a study by Harrison, Lock, & Nguyen (2017) emphasized the importance of professional development and continuous learning for project managers, highlighting that organizations that invest in training and development see improved project outcomes. Similarly, according to Pinto and Slevin (1987), the complexity of project management demands high levels of expertise in various areas, including a blend of leadership, communication, technical proficiency, problem-solving, adaptability, and team management skills. These competencies collectively enable project managers to navigate complexities, mitigate risks, and drive successful project outcomes.

As such, the key issues at the professional level include:

1. **Time Management Challenges:**

One of the most significant professional challenges for project managers in EU-financed projects is effective time management and handling an extensive workload. The complexity and scope of these projects often mean that project managers must juggle multiple tasks simultaneously, from initial proposal writing to final project reporting.

- **Proposal Development:** Crafting a competitive proposal requires meticulous planning, research, and alignment with EU funding criteria. This process is time-consuming and often involves coordinating inputs from various stakeholders, including researchers, finance teams, and legal advisors.
- **Project Execution:** Once a project is approved, project managers must oversee the implementation, which includes managing timelines, budgets, and resources. They must also ensure that the project meets its milestones and objectives.
- **Compliance and Reporting:** EU-financed projects require strict adherence to regulatory guidelines and comprehensive reporting. Project managers must maintain detailed records and provide regular updates to funding bodies, which adds to their administrative burden.

2. **Professional Development and Skill Requirements**

The dynamic and competitive nature of EU-financed projects necessitates continuous professional development and skill enhancement for project managers. They must stay updated on the latest EU funding policies, project management methodologies, and sector-specific knowledge.

Skill Requirements:

I. **Technical skills:**

- **Project Management Expertise:** Proficiency in project management methodologies such as PRINCE2, PMBOK, and Agile is crucial. Project managers must be adept at planning, executing, and closing projects effectively.
- **Financial Acumen:** Managing project budgets and ensuring cost-effectiveness are essential skills. Project managers must be able to create accurate financial reports and forecasts.

- **Regulatory Knowledge:** Understanding and complying with EU regulations and guidelines is critical. Project managers must ensure that their projects meet all legal and ethical standards.

II. Communication and Leadership:

In the dynamic and competitive landscape of EU-financed projects, project managers are required to possess robust communication and leadership skills tailored for multicultural environments. Effective communication transcends language barriers and cultural differences, fostering strong relations with diverse stakeholders, team members, and funding bodies. Project managers must employ an emotional and humanistic approach to understand and address the interests and concerns of stakeholders representing various cultural backgrounds.

Therefore, building positive relationships with stakeholders and team members is essential. This involves active listening, empathy, and respect for cultural diversity. Project managers should promote a collaborative atmosphere where diverse perspectives are valued, encouraging innovation and inclusivity. As such, an emotional and humanistic approach emphasizes empathy, understanding, and sensitivity to the needs and emotions of individuals from different cultural backgrounds, as well as having in mind the language barriers that could hinder cooperation. This approach enhances trust and cooperation among team members and stakeholders, contributing to project cohesion and success.

Additionally, representing an organization in EU-financed projects requires project managers to advocate for the organization's interests while respecting and integrating the perspectives of diverse stakeholders. This involves aligning project objectives with corporate strategies, maintaining transparency in communications, and demonstrating cultural competence in negotiations and decision-making processes.

3. Burnout and implications

Burnout is a critical issue among project managers managing EU-financed projects. The high demands, tight deadlines, and the need for meticulous attention to detail can lead to emotional exhaustion and decreased job satisfaction.

To sum up, the professional wellbeing of project managers involved in EU-financed projects is influenced by various factors, including time management challenges, the need for continuous professional development, and the risk of burnout. Addressing these issues through targeted interventions, organizational support, and effective leadership can significantly enhance the wellbeing and performance of project managers, leading to more successful project outcomes.

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Corporate Level

At the corporate level, the work environment is a critical factor that significantly influences the wellbeing of project managers, especially those involved in EU-financed projects. This section delves into the key elements of the work environment—organizational support, team dynamics, and leadership—and examines how they affect project managers' psychological and emotional health. Crawford et al. (2006) emphasize the importance of a supportive work environment characterized by clear communication channels and collaborative teamwork in buffering against the negative impacts of job stress. This type of environment is essential to mitigate job stress by ensuring that all team members are aligned with the project goals and understand their roles clear. Moreover, despite a decrease in focus, the importance of managing interpersonal issues and relationships is acknowledged. Effective relationship management within teams can help reduce job stress by ensuring that team dynamics are positive and supportive

Conversely, dysfunctional work environments, characterized by high job demands and low job resources, significantly contribute to job stress and burnout. High job demands, such as excessive workload and work-home conflicts, drain employees' energy, leading to decreased performance and increased burnout symptoms like exhaustion and disengagement. Burnout mediates the relationship between job demands and performance, resulting in diminished effort and effectiveness. Poor job resources, including lack of social support and inadequate autonomy, exacerbate these effects, failing to buffer against stress (Bakker et al., 2004). The study emphasizes the critical role of job resources in mitigating the adverse impacts of job demands, maintaining employee wellbeing, and enhancing performance. The mechanisms identified include reduced energy from exhaustion and a negative feedback loop from disengagement. Addressing these issues requires enhancing job resources to buffer the negative effects of job demands and improve performance.

Work Environment Factors:

1. **Organizational Support**

Organizational support encompasses the provision of adequate resources, training, and an environment that encourages professional growth. According to Bakker et al. (2004), high levels of organizational support are correlated with reduced stress and improved job performance among employees. This is particularly pertinent for project managers who often operate under tight deadlines and high expectations. When organizations invest in resources such as advanced project management tools, continuous training programs, and comprehensive support systems, they enable project managers to perform their tasks more efficiently and effectively.

Additionally, a study by Demerouti et al. (2001) using the Job Demands-Resources model highlights that resources provided by the organization can act as a buffer against job demands and help mitigate the risk of burnout. For instance, access to advanced project management software can streamline processes, reduce the time spent on administrative tasks, and allow project managers to focus on core project activities.

2. **Team Dynamics:**

Team dynamics play a pivotal role in the success of complex projects. Effective teamwork is characterized by clear communication, mutual respect, and a collaborative spirit. Crawford et al. (2006) emphasize that a supportive work environment with collaborative teamwork can significantly buffer against job stress. Positive team dynamics facilitate the sharing of responsibilities, reduce the individual burden on project managers, and foster an environment where creative solutions can thrive.

Conversely, dysfunctional teams characterized by poor communication, unresolved conflicts, and lack of cooperation can lead to increased stress and hinder project success. According to Mathieu et al. (2008), team cohesion and a positive work climate are crucial for enhancing job performance and wellbeing. Effective conflict resolution mechanisms and team-building activities can enhance team dynamics, ensuring that project managers operate in a supportive and productive environment.

3. **Leadership:**

Leadership style is a major determinant of project managers' job satisfaction and stress levels. Transformational leadership, which involves inspiring and motivating employees, fostering an inclusive and supportive environment, and encouraging professional development, has been shown to promote wellbeing among project managers (Turner & Müller, 2005). Leaders who provide clear direction, constructive feedback, and recognize the achievements of their team members contribute to a positive work environment and enhance job satisfaction. According to Bass and Avolio (1994), transformational leadership styles are more effective in fostering a positive organizational culture that supports employee wellbeing and enhances performance. By inspiring, motivating, and supporting their followers, transformational leaders enhance employee wellbeing and drive superior performance, ultimately benefiting the entire organization.

On the other hand, transactional leadership styles characterized by micromanagement, lack of trust, and punitive measures can undermine project managers' morale and job satisfaction. Moreover, organizational factors such as inadequate resource allocation and poor communication channels can impede project managers' ability to perform their roles effectively, leading to burnout and turnover intentions (Turner & Müller, 2005).

4. Organizational culture

A positive organizational culture that values employee wellbeing and promotes work-life balance significantly enhances job satisfaction and reduces stress levels. When employees feel supported, recognized, and part of a cohesive team, their job satisfaction increases, and stress levels decrease, leading to lower burnout and turnover rates. Such a culture encourages open communication, provides opportunities for professional growth, and fosters a sense of belonging among employees (Hall, n.d.) (Corporate Wellness Magazine, n.d.).

Conversely, a toxic organizational culture marked by high stress, unrealistic expectations, and lack of support can lead to burnout and high turnover rates. Employees in such environments often experience increased stress and anxiety, which negatively impacts their mental health, productivity, and overall job satisfaction (Tsai, 2011).

In summary, fostering a positive organizational culture that emphasizes employee wellbeing and work-life balance is crucial for enhancing job satisfaction and reducing stress, thereby improving overall organizational performance and employee retention (Kim & Jung, 2022)

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2. Project Managers wellbeing: the data-based research

Why research over EU project Managers' Wellbeing?

Reflection and raising own awareness over matters related to our personal and professional life are two of the most relevant and mature actions a person can implement in order to understand, improve, and experience or perform quality. The genesis of this research stems from internal and external stimuli gathered through years, but particularly during post Covid time, by reading, sharing, talking among colleagues over the experience of being a Project Manager, and in particular those handling in different shape of forms finances coming from EU financed programs. A profound observation and sharing have mainly focused on experienced moments of intense pressure, frequent sense of urgency, difficult times in disconnecting from work, overwhelming sensation regarding the necessity to keep submitting project proposal in different calls, the frustration of not having approved bids after long lasting efforts. Conversations with colleagues all over EU reassured us that these feelings where not just our, that we were not isolated. As Project Managers we often feel overwhelmed, with deadlines piling up, and even during supposed downtime, when the focus goes on the implementation of running projects, our mind loops back to project demands, upcoming tasks, reporting. Despite these shared experiences, there's a noticeable gap in how wellbeing aspects related to project management are addressed — especially in the context of EU-funded programs/projects, where stakes are high.

Despite the fact that casual conversations among project managers might touch on these challenges, to a thorough analysis of literature and studies, few resources systematically address the matter, and even fewer take a systemic approach to understanding the cumulative impact on mental health, job satisfaction, and overall wellbeing of our profession. The present research seeks somehow to fill in that gap, shedding light on the realities of project management beyond deliverables and deadlines, and aiming to make wellbeing a concern, a preoccupation, a topic to be finally taken into consideration. Through this work, we hope to start a meaningful dialogue about how the profession can support project managers better and how organizations can take proactive steps to create healthier, more sustainable work environments for these essential roles. It is a first and small attempt to shake souls and stir the apparent denial of this situation, perhaps with the result of allowing more extended discussion and finally enabling practical actions towards "being well" in our professional as well as in personal life.

Thriving in a role isn't just about doing the work; it's about having the emotional, mental, and social support to do it well, and to stay whole while doing it. A better knowledge about this "thriving" of ours shall help to stay whole and do well in our lives. This is the humble claim of this investigation.

Why Wellbeing of Project Managers gets ignored?

Why don't we talk about the wellbeing of project managers, why don't we analyse the health condition of those who do this profession? to answer this we put ourselves in a state of assumptions and suppositions derived from our professional experience and some literature excerpts[1].

1. **The focus on results, deliverable and outcomes over people**

The core setting of the project management profession is to focus and prioritise on results, deliverable, timelines, budget and reporting of projects, both while creating and submitting new proposals and while implementing financed actions. This intense focus on outcomes, often leaves little room for addressing mental health and wellness concerns, as these might be seen as secondary, less relevant, to productivity. Consequently, the unique pressures faced by project managers are frequently overlooked in favour of meeting immediate project demands, which can lead to stress and burnout feeling without adequate support. The overall tendency of our society to value performances and overlook the professionals and people behind them hits project managers as well.

2. **Perceived Resilience of Project Managers and their high expectations**

Perhaps it is hard to admit, but there is often an implicit assumption that project managers are naturally resilient and capable of handling stressful situations, as their role demands multitasking, quick decision-making, and leadership under pressure. These aspects, even if they do not correspond to truth, but be internalised by the professionals and lead to discourage project managers from seeking help or prioritizing their wellbeing, fearing it may be seen as a weakness. Coupled with a frequent self-expectation of high-quality performance and self-sufficiency, this might create a cycle where project managers are less likely to speak up about their struggles, reinforcing the misconception that they don't require dedicated wellbeing resources. Over time, this culture of "silent endurance" can contribute not to being perceived as needing special intervention or concern for their wellbeing.

3. **Ignorance and lack of awareness**

Unlike professions in sectors such as healthcare or education, project management is rarely considered through the lens of mental health. As a result, there is limited awareness of the specific pressures faced by project managers, such as handling EU programs expectations, hectic timelines, managing partnership's dynamics, and dealing with change derived from their multitasking responsibilities. This lack of data-driven understanding perpetuates a gap in

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organizational awareness, leaving project managers without formalized resources or support structures aimed at wellbeing.
Furthermore, sticking with the functional view over these matters, not enough awareness exists that wellbeing will translate into qualitative project outcomes. The organizations in which project managers act might simply fail to perceive this key linkage-that good health on the part of the project managers in terms of mental and emotional health equates to good project performance. But this is, in many instances, the case of several companies in relationship to their employees.

4. **Organizational Culture and Stigma**

In many organisations, as well as in general in our society, there is a lingering stigma around mental health issues, though people dealing with the latter in any shape or form, might represent a larger than perceived portion of society. With no exceptions compared to other employees, project managers may feel that sharing concerns about stress or burnout, or other feeling of overwhelm, can affect how they're perceived professionally, potentially impacting their daily working life or even their career progression. We might consider this as a real cultural resistance on behalf of our colleagues that can discourage both individuals and organizations from prioritizing wellbeing as part of project management roles. In environments where high performance is praised and vulnerability is undermined, mental health support is often sidelined as an individual issue rather than an organizational responsibility, further isolating project managers in their struggles.
Such a cultural perspective may also provide additional disincentives in examining the psychological and mental wellbeing of professionals.

5. **Temporary and dynamic nature of project and short-term focus**

Despite the massive approach to project design and implementation on behalf of project managers projects are typically time-bound and temporary, with each one seen as an isolated effort. This approach might induce a sense of "temporary endurance" where project managers, and even their organizations, might adopt a "just get through this project" mindset, assuming that the matter of professionals' wellbeing can be eventually addressed later.
However, given the recurring nature of project work (design, submission, approval, implementation, reporting), this mindset means there's rarely a "later" when wellbeing will be prioritized, as one project often leads directly into another in a vicious loop, with no ending. The temporary focus on project completion overlooks the long-term impact on mental health, contributing to neglect of self-care, to cumulative stress and fatigue that go un-tackled.

6. **Generalization of Studies on Stress and Wellbeing related topics**

Finally, compelling argument concerns research. Unlike professions in sectors such as healthcare, social work, financial or education, project management is rarely taken into account through the lens of mental health. As a result, there is limited awareness of the specific challenges faced by project managers, and – when it is the case – they are underestimated. This lack of data-driven understanding perpetuates a gap in personal, professional and organisational awareness, leaving project managers without formalized resources or support structures aimed at their wellbeing.

For at least all the above reason, conducting even a small and limited research on wellbeing aspects of project managers becomes essential because these professionals require the

attention of the public and of the organisations in which they work, but above all for the respect we owe to this profession and to humankind in general. Neglecting to focus on their mental and emotional health, society (families, communities) might pay a high cost for the suffering imposed and not taken into account on project managers. At the same time, organisations might face turnover, reduced productivity, burn out. While, finally, project managers tired and weary from their activities
might not properly address innovation and sustainability, two of the main aspects the funding programs and call for proposals pursue. With the consequence of weak allocation of public fundings.
Research in this area not only benefits individual project managers by promoting healthier mindsets, happier lives, but also stimulating work environments, thus also strengthens the entire project management profession, leading to more sustainable and successful project work.

The research questions & the definition of Wellbeing

With the scope of investigating the wellbeing situation and the coping systems towards this status on behalf of Project Managers this research has explored the matter through the results of the literature research that indicates that Wellbeing for professionals in general, and specifically for Project Managers is relevant according to three element: the individual, personal and internal aspects of wellbeing, on the professional dimension and its activities, and in clos relation with the context in which professionals act, be them the working environment or the larger system in which project management activities impact (e.g. the EU policies and their implementation programs).

With regards to the personal and individual level, wellbeing has been identified as follows.

In the first place, the **mental, emotional and overall physical wellbeing** on personal level was identified with aspects related to the presence of stress and anxiety in people's lives, to the influencing factors that play a role in supporting or burdening the serene and happy mental and emotional state of these individuals. The degree of possible stress elements (therefore lack of wellbeing) and the diversity of factors affecting the serene emotional status were as well the object of the assessment, so to grasp the severity of the phaenomenon.
Thus, a first leading question was to identify and snatch a picture on the characteristics of wellbeing, the profile of this personal state.
A second question related to the **preventive**, **coping or solving mechanism acted** on behalf of the project managers so as to keep acceptable levels of wellbeing in order to healthily live and efficiently perform in their life. The research aimed at investigating which, and to what extent, behaviours, choices, strategies are implemented on individual level so as to anticipate the overtaking of stress and anxiety, or to fight against already present signs of burn out, bore out, and overwhelming.

Referring to the professional dimension of Wellbeing, this research has addressed issues related **to job satisfaction**, investigating the supporting factors that enable wellbeing on professional levels. This aspect has been tangled with elements that characterise the professional life of Project managers, such as **workload**, the ability to **balance working activities with personal interests and life**, the **chance to learn and develop** own capacities as professional. On the negative side, the question addressed the factors that reduce wellbeing in Project Manages

professional activity, and how the reduced levels of professional wellbeing are show in work tasks and action.

Given that the personal and professional serenity passes necessarily also through the context in which people leave and perform their working duties, a third element defining wellbeing has been identified in the organisational contexts where Project Managers act their duties. Wellbeing of professionals is also strictly connected to the corporate policies, the culture experience in companies, the resources available, and the various actions that affect the serenity and happiness of their collaborators, thus strengthen the sense of belonging to this working micro community. More specifically, here we mean the support given by organisation to their employees, the way dynamics act on the collaborators including proper leaderships, decision making and delegation of tasks.

The above elements defining wellbeing in the life of Project Managers, stem from the synthesis of different authorities who have expressed their view over the matter.

The definition of wellbeing according to World Health Organization (WHO) states as follow: "*Wellbeing exists in two dimensions, subjective and objective. It comprises an individual's experience of their life as well as a comparison of life circumstances with social norms and values*" (WHO, 2012, s1). Furthermore, according to WHO (2014), wellbeing in working life can be affected by the work environment and relationships with managers and colleagues. Wellbeing can be described as the state of being healthy, comfortable, or happy and being able to engage what is going on around their everyday life. Wellbeing in both working life and private life can also be affected by work-life balance, where a good work-life balance promotes a better sense of mental- and physically wellbeing.

Some definitions:
Wellbeing is the experience of health, happiness, and prosperity. It includes having good mental health, high life satisfaction, a sense of meaning or purpose, and the ability to manage stress. More generally, wellbeing is just feeling well.
Wellbeing is something sought by just about everyone because it includes so many positive things — feeling happy, healthy, socially connected, and purposeful[2].

"In a very broad sense, personal wellbeing is a good, satisfactory, and desirable state of personal existence or life. It represents a personal aspect of the quality of life. According to the results of the empirical multivariate research, personal wellbeing is a multifaceted construct, embracing emotional wellbeing, satisfying life, vitality, resilience and self-esteem, and positive functioning".[3]

Wellbeing ... "It is related to the concepts of subjective wellbeing, emotional wellbeing, psychological wellbeing, mental wellbeing, satisfaction with life, and happiness and to the notions of social wellbeing and spiritual wellbeing. From the psychological point of view, personal wellbeing is a crucial aspect of health in the psychological and physical sense".[4]

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[2] https://www.psychologytoday.com/intl/blog/click-here-for-happiness/201901/what-is-well-being-definition-types-and-well-being-skills
3 Michaelson, Abdallah, Steuer, Thompson, & Marks, 2009.
[4] Encyclopedia of Quality of Life and Well-Being Research; Department of Psychology, Faculty of Arts, University of Ljubljana, Askerceva 2, Ljubljana, Slovenia, Janek Musek & Marko Polic.

"Wellbeing has been defined as the combination of feeling good and functioning well; the experience of positive emotions such as happiness and contentment as well as the development of one's potential, having some control over one's life, having a sense of purpose, and experiencing positive relationships. It is a sustainable condition that allows the individual or population to develop and thrive. The term subjective wellbeing is synonymous with positive mental health. The World Health Organization defines positive mental health as "a state of wellbeing in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community". This conceptualization of wellbeing goes beyond the absence of mental ill health, encompassing the perception that life is going well. Wellbeing has been linked to success at professional, personal, and interpersonal levels, with those individuals high in wellbeing exhibiting greater productivity in the workplace, more effective learning, increased creativity, more prosocial behaviours, and positive relationship. Further, longitudinal data indicates that wellbeing in childhood goes on to predict future wellbeing in adulthood]. Higher wellbeing is linked to a number of better outcomes regarding physical health and longevity as well as better individual performance at work, and higher life satisfaction has been linked to better national economic performance".[5]

This research team has interpreted and summarised the various definitions and used the following expression as a guideline for the creation of the data collection tool.
"Wellbeing for project managers can be defined as a balanced state in which mental, emotional, and physical health are supported despite the profession's demands. This involves managing stress effectively, maintaining healthy boundaries between work and personal life, and having access to adequate organizational support, such as flexible working arrangements and mental health resources. Wellbeing in this context also means that project managers feel empowered with coping strategies, resilience, and a sense of job satisfaction, enabling them to sustain high performance without compromising their personal health. Ultimately, fostering wellbeing is essential for both the productivity of project managers and the long-term success of their projects".

Wellbeing indicators

Supporting the acquisition derived from the literature analysis that the wellbeing for Project Managers had to be investigated according to three lines of assessment, individual aspects, professional traits and organisational contexts, some indicators have been identified so as to detect wellbeing dimension in the three contexts and the influencing factors.

With regards to the personal wellbeing, main indicators have been described as:

- Feelings and emotional status such as: confidence, energy, motivation, interest, relaxation,
- Activities enforcing wellbeing status such as: physical action, social life, relationships, spiritual life, active citizenship, participation to public life and events.
- Signs of distress as lack of wellbeing such as: anxiety, stress, lack of enjoyment, boredom, sadness, hopelessness)

[5] Ruggeri, K., Garcia-Garzon, E., Maguire, Á. *et al*. Well-being is more than happiness and life satisfaction: a multidimensional analysis of 21 countries. *Health Qual Life Outcomes* **18**, 192 (2020). https://doi.org/10.1186/s12955-020-01423-y

With regards to the professional wellbeing, main indicators have been described as:

- Sense of professional accomplishment and satisfaction
- Contributors to satisfaction such as benefits, salaries, professional growth, job security, collaboration
- Manageability of work and workload
- Professional opportunities for growth
- Educational chances for development
- Presence of professional related stress full elements such as non-approval of projects, multitasking demands, over time work, pressure, deadlines
- Distress items
- Coping mechanism elements

With regards to the corporate wellbeing, main indicators have been described as:

- Perceived sense of reassurance and care
- Sense of belonging to a working team
- Set of supportive actions and tools such as: communication, responsibilities, leadership, sharing of work, delegation, supervision, training.

The Research methodology

Following the selected areas and indicators to be detected, the research has developed a data collection tool in the form of an online survey. A total of 23 items have been edited as questions in the form of matrix questions[6], rating scales[7], multiple choices items[8], and open questions[9].
The items have been created according to the three identified investigation areas (individual, professional and organisational/corporate wellbeing) for a total of 18 questions: 4 referring to personal aspects, 10 focusing on professional matters, and 4 on the working environment (company of reference). A final set of 5 demographic questions (gender, age, time in the profession, working context, and country of living) complete the survey and allow the analysis of the data also according to some specific demographic categories.
It has been estimated that the necessary time to fill in the online survey, addressing all the items and giving written answers to the open questions was not less than 13 minutes.
The online survey has been opened, for data collection, on July 15th, 2024, and was closed on September 29th.
The quest for project managers, particularly those working with EU funded programs, to fill in the questionnaire, was shared through different channels, the main of which can be summarised as follows:

[6] A type of closed-ended question that offers respondents a selection of multiple answers to choose from within a single item.
[7] A rating scale (Likert scale) uses a range of answer options ranging from one extreme attitude to another, according to a point scale where the values of the extreme points are expressed in the item.
[8] A fixed choice or selected response items require to identify answers from among a set of possible options that are presented. Possible answers have been "fixed" in advance referring to relevant aspects as of the literature research. Respondents have the option to select one or more answers, accordingly.
[9] An item where respondents can address with own expression the answer by freely writing their views in a more or less extended manner.

- Individual mails and invitation to colleagues of the research team
- Series of posts and invitation on social media channels referred to the targe population, and in particular Linkedin (PM Community of Practice group, researcher's personal pages, collaborating organisations' pages), Facebook, Instagram.
- Invitation through the PM Agorà web page (https://academyofentrepreneurship.org/pmagora) and the event promotional channels
- Specific and targeted e-mail invitation to all networks and their staff working within the researchers' EU consortia (past and present)
- Paid social media campaigns targeting EU project managers

The outreach of these invitation referred to EU member states and to countries in the EU who have access to European Programs such as the Nordic countries, the Balkans, and Türkiye.

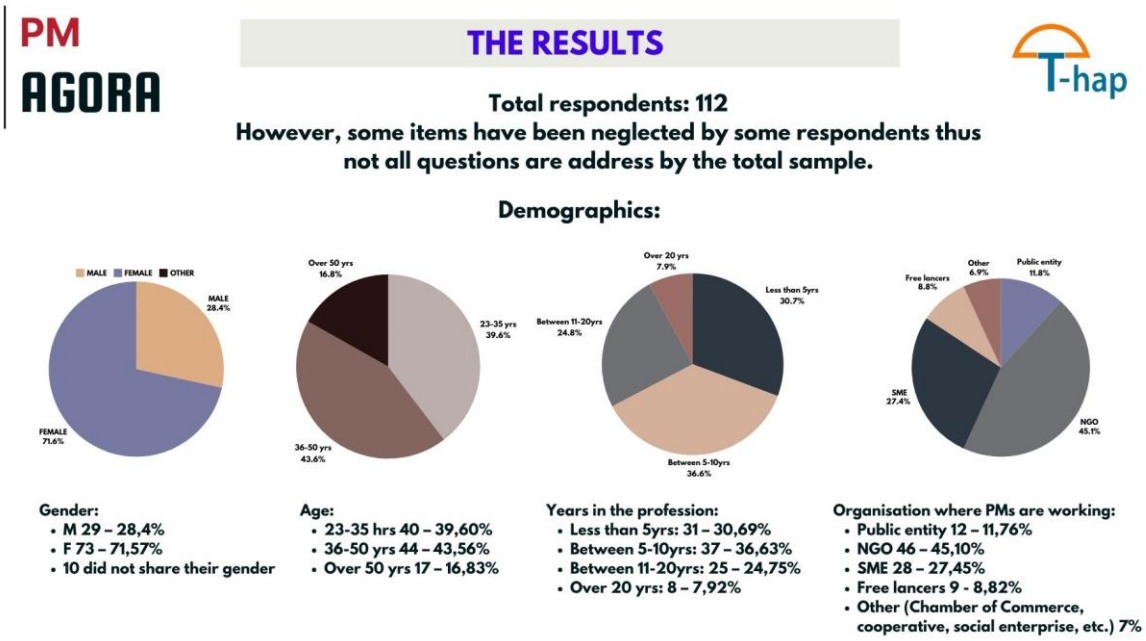
The Research Results

A total of 112 respondents completed the survey within the designated data collection period. While most of the questionnaires addressed all items, some questions were left unanswered by a portion of the project managers. Nevertheless, the results can be considered significant for the sample.

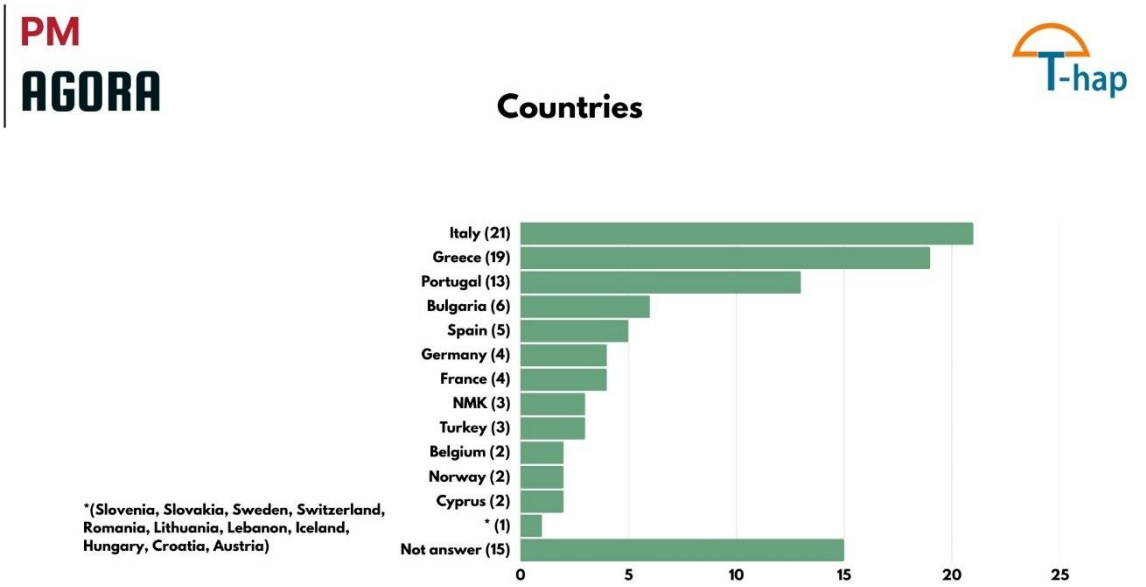
Regarding demographic details, 29 respondents were male (28.4%), 73 were female (71.6%), and 10 did not provide information about their gender. In terms of age, 40 respondents (39.6%) were between 23 and 35 years old, 44 (43.6%) were aged between 36 and 50, and 17 (16.8%) were over 50. Eleven respondents chose not to disclose their age.

When considering professional experience as project managers, 31 respondents (30.7%) had less than five years of experience, while 37 (36.6%) reported working in the field for five to ten years. A further 25 respondents (24.8%) indicated professional experience ranging from eleven to twenty years, and eight respondents (7.9%) reported more than twenty years of experience.

In terms of the organizations where respondents are employed, 12 (11.8%) work in public entities, while 46 (45.1%) are employed by NGOs. Additionally, 28 respondents (27.5%) work for Small and Medium Enterprises (SMEs), and 9 (8.8%) identified as freelancers or self-employed. The remaining 7% reported affiliations with other types of organizations.



With regard to geographical participation in this research, respondents represented 23 countries across Europe. The most frequently represented nations were Italy (21 respondents), Greece (19), and Portugal (13). However, 15 questionnaires did not indicate a country of origin.

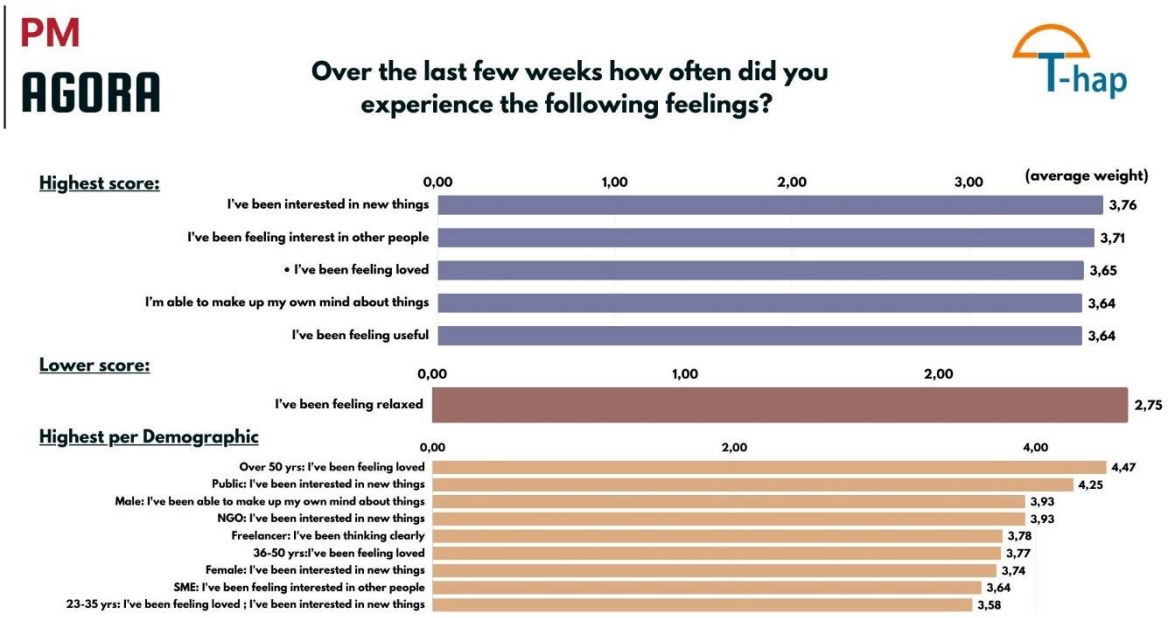


The personal wellbeing

The first item addressed the **overall feelings experience by respondents with regards to wellbeing of the person**. On a scale of 5 points the average scores have been counted. The answers with the highest score referred to: "I've been interested in new things" (3,76/5); "I've been feeling interest in other people" 3,71/5; "I've been feeling loved" 3,65/5; "I'm able to make up my own mind about things" 3,64/5; "I've been feeling useful" 3,64/5. The lowest score was collected by "I've been felling relaxed" that reached only 2,75/5 average point. The last item clearly lies in the negative area of the scale.

With regards to demographic elements of the respondents, the elements that collected highest average score were:

- For the over 50yrs: I've been feeling loved with 4,47/5 average
- For the respondents working in public services: I've been interested in new things with 4,25/5 average score
- For the male sample: I've been able to make up my own mind about thins with 3,93/5 average score
- For those engaged professional in NGOs: I've been interested in new things with 3,93/5 average score
- For freelances and self-employed: I've been thinking clearly with 3,78/5 average score
- For the female population: I've been interested in new things with 3,74/5 average score
- For those working in the private sector (SMEs): I've been feeling interested in other people with 3,64/5 average score

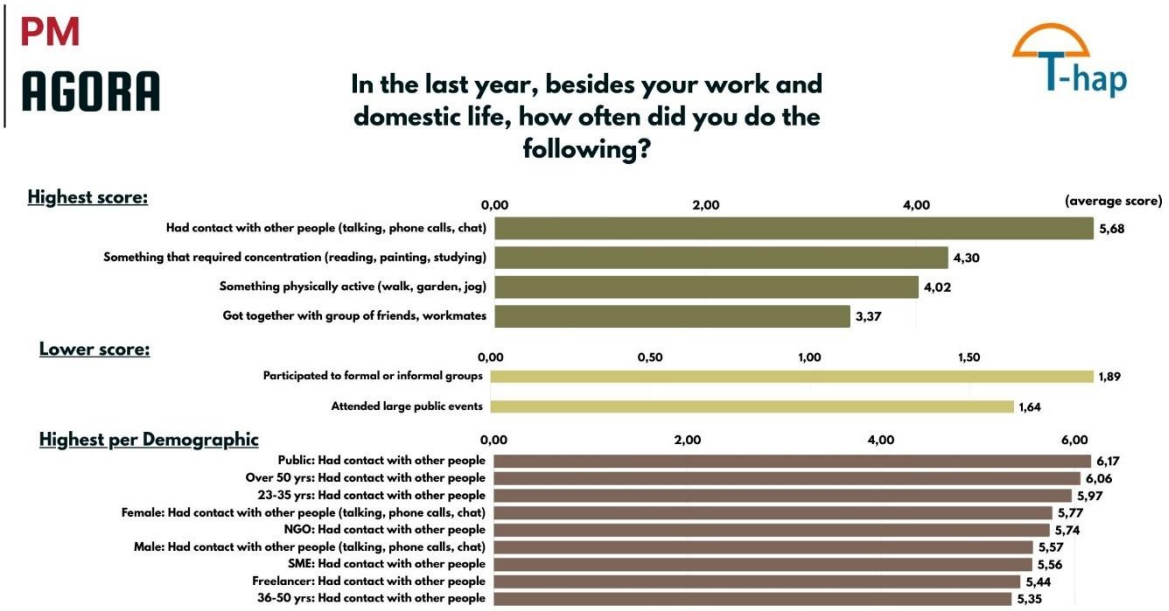


A second item investigated **how respondents spent their "free time"** in the twelve months[10]. The highest scores detected on this matter were:

- Had contact with other people (talking, phone calls, chat) 5,68/7 average score
- Something that required concentration (reading, painting, studying) 4,30/7 average score
- Something physically active (walk, garden, jog) 4,02/7 average score
- Got together with group of friends, workmates 3,37/7 average score

Two items scored particularly low: "Participated to formal or informal groups" with 1,89/7 average score and "Attended large public events" with 1,64/7 average score.

Considering how specific categories of respondents addressed this item we observe that the vast majority have "had contact with people". Indeed, the public workers attributed 6,16/7 to this aspect, the Over 50 selected it in the measure of 6,06/7, the youngest target of the research (23-35yrs of age) made this item reach 5,97/7, Female 5,57/7, NGOs workers 5,74/7, Males 5,57/7, SME workers 5,56/7, freelancers 5,44/7 and 36-50 years old individuals 5,35/7.

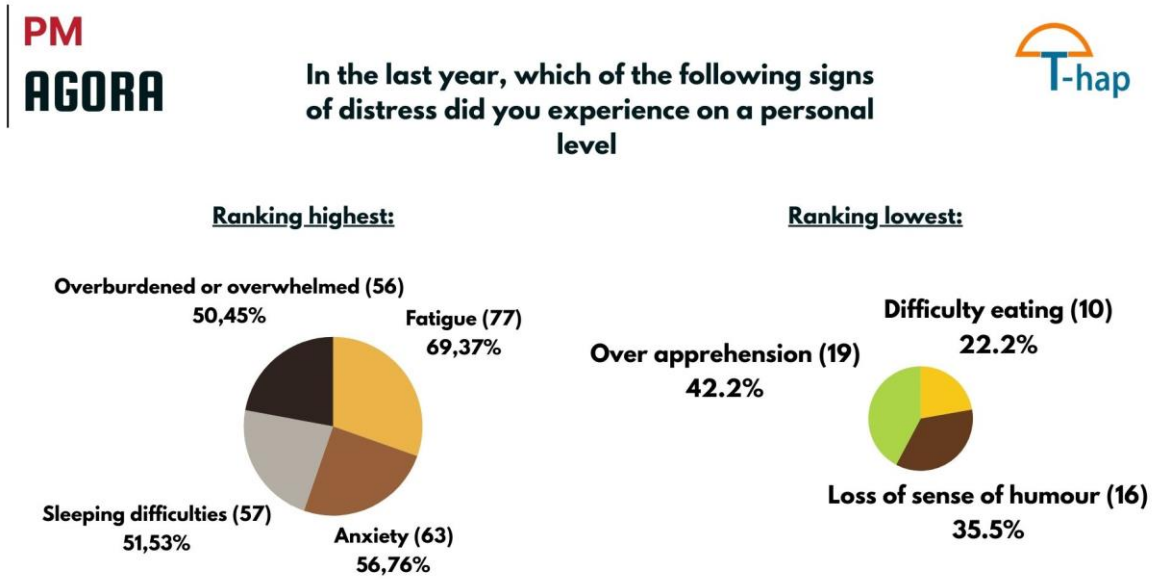


Another aspect used to assess the wellbeing conditions and feelings of EU Project Managers focused on the **signs of distress** they experienced in their daily lives. A related question asked respondents to indicate, over the previous twelve months, which signs from a suggested list characterized their personal experiences.

The most commonly reported signs of distress were fatigue, identified by 77 respondents, representing 69.37% of the total, followed by anxiety, reported by 63 respondents (56.76%). Sleeping difficulties were noted by 57 respondents, accounting for 51.53% of the total, while

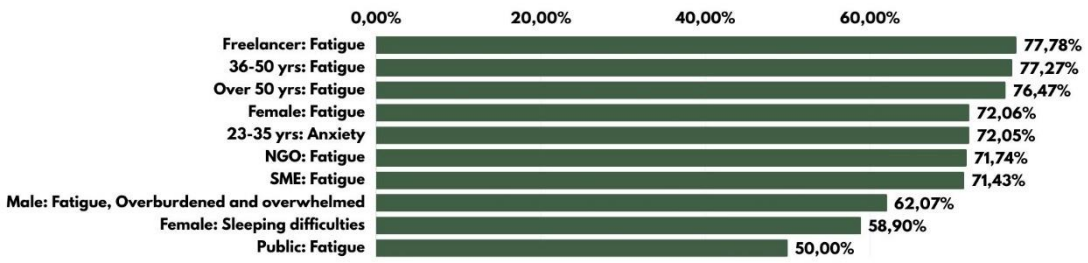
[10] The item stated: "In the last year, besides your work and domestic life, how often did you do the following?"

feelings of being overburdened or overwhelmed were reported by 56 respondents, or 50.45% of the sample.



When considering demographics as variables in relation to the highest reported signs of distress, "fatigue" emerged as a prominent issue. It was reported by 77.78% of freelancers, as well as by the older age groups in the sample, with 77.27% of respondents aged 36–50 and 76.47% of those over 50 identifying it as a significant concern. Conversely, the youngest demographic (aged 23–35) reported anxiety as their most prevalent issue, with 72.05% indicating it as a primary concern.

Gender differences also revealed notable patterns. Females reported experiencing fatigue more frequently (72.06%) compared to males (62.07%) and were also more affected by sleeping difficulties, with 58.90% identifying this as a problem. Additionally, among public sector workers, 50% of respondents indicated fatigue as their main sign of distress.



In contrast, the signs that were less relevant to respondents included difficulty in eating, with only 10 responses representing 22.20% of the total. Loss of sense of humour was selected by 16 respondents, equating to 35.50% of the sample, while over-apprehension was identified by 19 respondents, representing 42.20% of the total count.

When providing open-ended comments on the topic of personal wellbeing, respondents shared additional insights about their emotional state and described the actions they take to anticipate or combat signs of distress. They also highlighted factors contributing to a lack of wellbeing, as well as potential causes of diminished serenity and happiness in their personal lives. For the purposes of this article, we aim to highlight some significant expressions shared by the respondents.[11]

- *When responsibilities, deadlines and task are a lot, my mood and vibrations tends to go lower.*
- *It is very easy to carry work-related stress with you all day without realising it. Personally, I am most worried about the future, regarding work and finances, and I only realise that either before I am about to fall asleep or when I wake up in the middle of the night and try to fall asleep again. The worst part is, that when I try to communicate my thoughts with other people it is impossible to have a conversation since in their mind, as long as I have job stability at the moment I shouldn't be stressed. I wish it was that easy.*
- *I pray every evening, before sleeping.*
- *I've always had trouble with my self-confidence and performance anxiety because of a childhood without support. Until my early thirties I self-medicated a lot, but after that I have tried different methods of psychiatric help to move on and it is firstly now in my fifties that I have found something that supports me. Although, I still have a long way to go.*
- *I find extremely hard to find balance in my life. I love my job but I am constantly worried about not finishing things on time, so I feel I'm always dedication too much time to work, and very little to other things*

[11] Alle the answers can be viewed in the attachment.

- *It was a very difficult year for me from the standpoint of my wellbeing, what I realized a little bit was that I couldn't do it alone. I'm working on that a lot and it was because of recognizing that it was getting very heavy and asking for help. Fundamental was the support and help from my family, friends, and colleagues. All then supported by the help of a professional with whom I am following a path of therapy.*
- *Lately I'm feeling often Overwhelmed and a sense of incompleteness*
- *To me, wellbeing has to do with the experience of being on top of things, of having the necessary resources, of having the sense of control over your life, of knowing what to do at work*
- *Keep an inner balance and trust in myself makes me feeling well*
- *When I focus on myself, there is an effect. And it drags on.*

Professional life wellbeing

The second section of the survey focused on wellbeing in relation to the professional lives of the respondents. Its aim was to explore and describe the characteristics of wellbeing with regards to their professional attitude and activities, identify the factors that affect it, and understand how individuals respond to a lack of serenity in their professional roles and competences. Recognizing that satisfaction, frustration, and other signs of discomfort are closely tied to the work activities of EU project managers, the section sought to assess various aspects of this phenomenon, including potential solutions they apply to address these challenges.

On a scale of 100 degrees the respondents were asked to rate how satisfied they were with your job as project manager working in the frame of EU funded programs. The average score of 70 indicate a relative fair amount of professional satisfaction. In these range we have observed professionals who indicated 100 (total satisfaction) as well as 0 (complete dissatisfaction).

Among the 28 male respondents who answered this item, the average satisfaction score was 70.39, while the 73 female professionals who provided responses had an average score of 69.19, slightly lower than that of their male counterparts.

Regarding age, the youngest group (aged 23–35 years) with 40 responses reported an average satisfaction score of 67.63. The group aged 36–50 years, with 44 responses, had an average score of 69.11, while the oldest group (over 50 years of age), which provided 16 answers, reported the highest satisfaction score at 76.43, indicating a greater sense of job gratification compared to the younger respondents.

Looking at professional experience, the results reveal the following: For those with less than 5 years as EU project managers (31 responses), the average satisfaction score was 64. Those with 5 to 10 years of experience (37 responses) reported an average score of 71.43. Respondents with 11 to 20 years of experience (24 responses) reported a satisfaction score of 69.16. Finally, for the most experienced group, those with over 20 years in the profession (8 respondents), the satisfaction score was exceptionally high at 85.38.

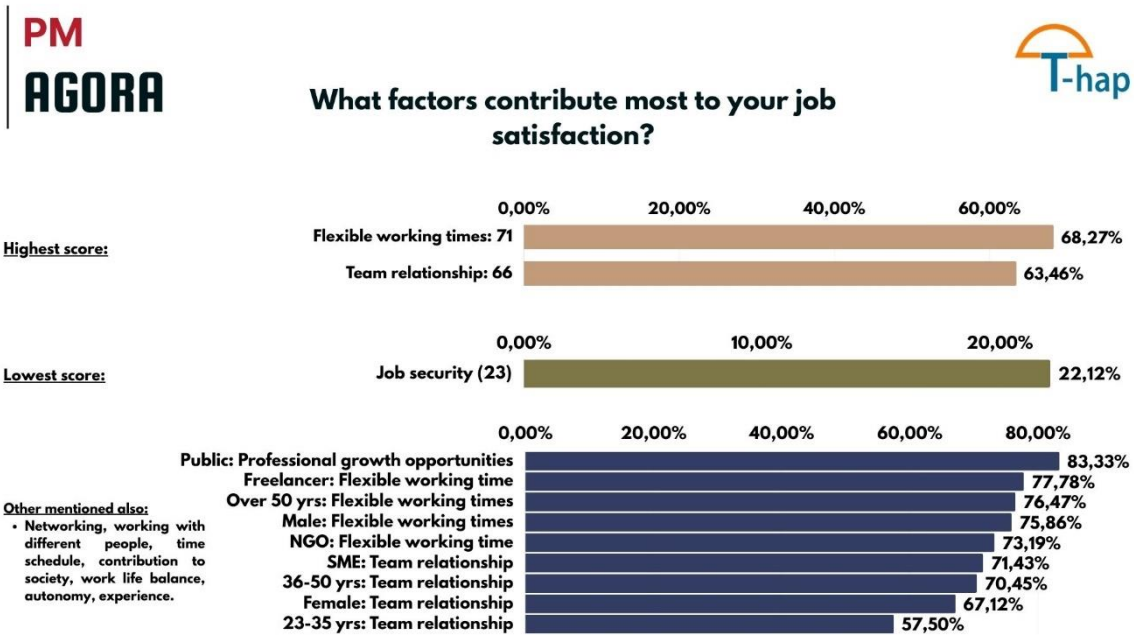
EU project managers appear to be generally satisfied with their profession and the activities they perform. This satisfaction is attributed to factors that contribute to a sense of accomplishment, performance, and overall appreciation. Among the factors identified as contributing to their satisfaction, "flexible working time" was highlighted by 71 respondents, representing 66.27% of

the total. "Team relationships" followed closely, with 66 respondents (63% of the sample) indicating its importance. The factor scoring the lowest was "job security," with only 23 respondents (22.12%) mentioning it. This clearly indicates that a significant portion of respondents feel uncertain about their job security, particularly in relation to the duration of their contracts, which can create a sense of vulnerability. In many cases, the absence of approved project proposals can result in the cessation of working contracts, further contributing to the lack of wellbeing in the profession.

Regarding the highest-scoring items in relation to different demographic categories, we would like to highlight some key findings. For public employees, the most significant factor for job satisfaction is **professional growth opportunities**, with 83.33% of respondents in this category indicating its importance. For those working in for-profit settings, such as SMEs, the primary wellbeing factor is **team relationships**, cited by 71.43% of respondents.

In terms of gender, **flexible working times** are the most important factor for male respondents, with 75.86% indicating its positive impact. In contrast, female respondents emphasize **team relationships** as the most significant factor, with 67.12% pointing to it as the key contributor to their satisfaction.

Age also plays a role in shaping the factors that affect job satisfaction. Among the oldest group (aged 50 years and above), **flexible working times** are the most important factor, with 76.47% of them highlighting it. On the other hand, younger generations tend to place more value on **team relationships**. For those aged 36–50 years, 70.45% cite it as the most influential factor, while 57.50% of those aged 23–35 years also prioritize team relationships for their job satisfaction.



Wellbeing in professional life is inevitably linked to the volume of work each individual is required to handle. Consequently, the ability to manage workloads and the number of tasks to be addressed plays a critical role in the serenity and professional health of workers. To assess this, a survey item asked respondents, on a scale from 0 to 100, “How manageable do you find your

current workload related to EU-funded projects?" The average score was 63, indicating that many professionals in the field face challenges in managing the various responsibilities of their jobs.

Among the 28 male respondents, the score was 66.79, while 73 female respondents reported a slightly higher struggle, with an average score of 64.86.

When considering professional experience, those with less than 5 years in the field (31 respondents) reported a score of 63.29 for workload manageability. Respondents with 5 to 10 years of experience (37 respondents) had a higher score of 68.27. Those with 11 to 20 years of experience (24 respondents) reported an average score of 60.58, while the most experienced group—those with over 20 years in the profession (8 respondents)—showed the highest manageability score at 72.75. This suggests that seniority in the profession helps individuals organize their workload more effectively compared to younger professionals. However, it is noteworthy that this trend does not hold true for those with extensive experience, but less than 20 years in the field.

Regarding age, 40 younger project managers (aged 23–35 years) reported a workload manageability score of 67.63. Those aged 36–50 years (44 respondents) had an average score of 69.11, while the oldest group (aged over 50, 16 respondents) reported the highest manageability score of 76.44. The data confirms that greater life and professional experience provide individuals with the tools and mindset to manage, or at least perceive, their workload in a less stressful manner compared to younger or less experienced professionals.

For professionals, the daily challenge lies in balancing the demands of personal life with those of their professional activities, reconciling work commitments with family responsibilities. Achieving this balance, which is influenced by individual perspectives and priorities, plays a crucial role in fostering serenity, professional quality, and overall wellbeing, both personally and professionally.

The survey included a question addressing respondents' perceptions of their work-life balance. Using a 100-point scale—where 0 represents a completely negative experience and 100 represents a completely positive one—participants shared their views.

The overall sample indicated an average score of 63, suggesting a generally positive perception of work-life balance, albeit just above the critical threshold. Male respondents (28 individuals) reported a slightly higher average score of 65.50, while female respondents (72 individuals) reported a notably lower average of 55.21, edging close to the threshold of dissatisfaction.

When analysing the data by age, 39 respondents aged 23–35 years reported an average satisfaction score of 59.90. Among those aged 36–50 years (44 respondents), the average score was 63.41, while the oldest group (16 respondents aged over 50) indicated a higher average of 68.94. These results suggest that work-life balance perceptions improve with age.

Professional seniority also plays a significant role in shaping work-life balance perceptions. Respondents with less than 5 years of experience as project managers (30 individuals) reported an average score of 61.57. Those with 5–10 years of experience (37 respondents) scored slightly higher, at 65.24. Interestingly, professionals with 11–20 years of experience (24 respondents) showed a lower average score of 58.00, indicating potential challenges during this mid-career

phase. However, the most senior group—those with over 20 years of experience (8 respondents)—expressed the highest satisfaction, with an average score of 72.

These findings suggest that increased life experience and extended professional tenure equip individuals with better tools to balance private life and work activities. Consequently, older and more experienced professionals tend to report higher levels of satisfaction compared to younger or less experienced colleagues.

Training is recognized as a key tool for helping professionals stay up to date with evolving challenges in their field, as well as changes in EU programs and accessibility requirements. Strong skills in drafting successful proposals, along with the ability to manage complex multilateral consortia, are essential for effective project implementation. These competencies are directly linked to the wellbeing of project managers, as they enhance their ability to navigate and oversee project processes with confidence. By fostering control, reducing uncertainty, and easing the stress associated with task execution, training plays a crucial role in promoting professional wellbeing.

The research tool assessed the availability of training opportunities for Project Managers, including both externally provided and self-initiated options, focusing on project management skills and EU-funded programs. On a 100-point scale, respondents reported an average score of 55.0/100, positioning training availability at a mid-level. While there is no overwhelming dissatisfaction, half of the respondents expressed concerns about the limited access to training and the lack of participation in available programs.

For project managers with less than five years of experience (30 out of 37 respondents), the perceived training availability scored lower at 49.1/100. Those with 5 to 10 years of experience rated it slightly higher at 55.6/100, while professionals with 11 to 20 years of experience reported an increase to 59.8/100. Interestingly, project managers with over 20 years of experience perceived training opportunities at a slightly lower 54.9/100, suggesting that more experienced professionals may not actively seek training or find fewer tailored opportunities.

Training access also appears to be influenced by the work environment. Public sector employees reported the highest perceived availability at 67.9/100, followed by NGO professionals at 57.0/100. Those in for-profit organizations rated their training opportunities significantly higher at 76.5/100. Meanwhile, freelancers, who are responsible for their own training costs and arrangements, reported the lowest access, with an average score of just 45.7/100. This highlights a disparity in training accessibility, with structured workplaces offering more support compared to independent professionals who must navigate these opportunities on their own.

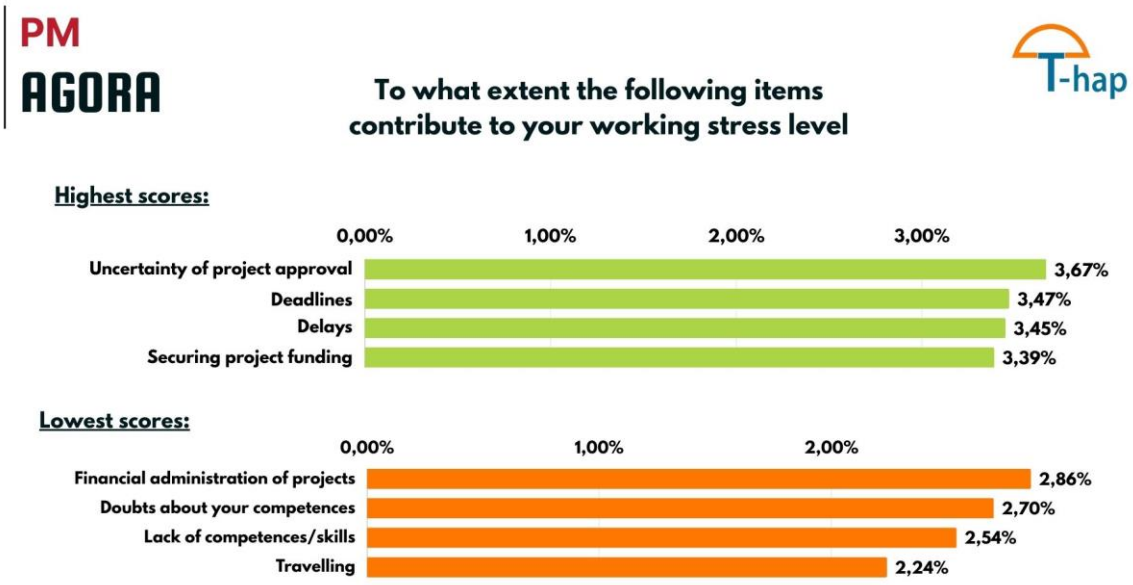
Project managers were surveyed about their perceptions of training opportunities for skill development, specifically focusing on recent training in time management—a challenge frequently highlighted in professional literature. The findings reveal that 79.8% of respondents had not received any training on this topic, while only 20.2% had engaged in time management education in recent times.

When examining the results by experience level, both the least and most experienced professionals appear to have had the fewest opportunities. Among project managers with less than five years in the field, only 16.1% had participated in time management training. For those with over 20 years of experience, the figure dropped even lower to 12.5%, possibly reflecting an assumption that experienced professionals have already mastered time management skills.

Those with 5 to 10 years of experience reported a slightly higher participation rate of 21.6%, while 28% of professionals with 11 to 20 years in the field had attended such training.

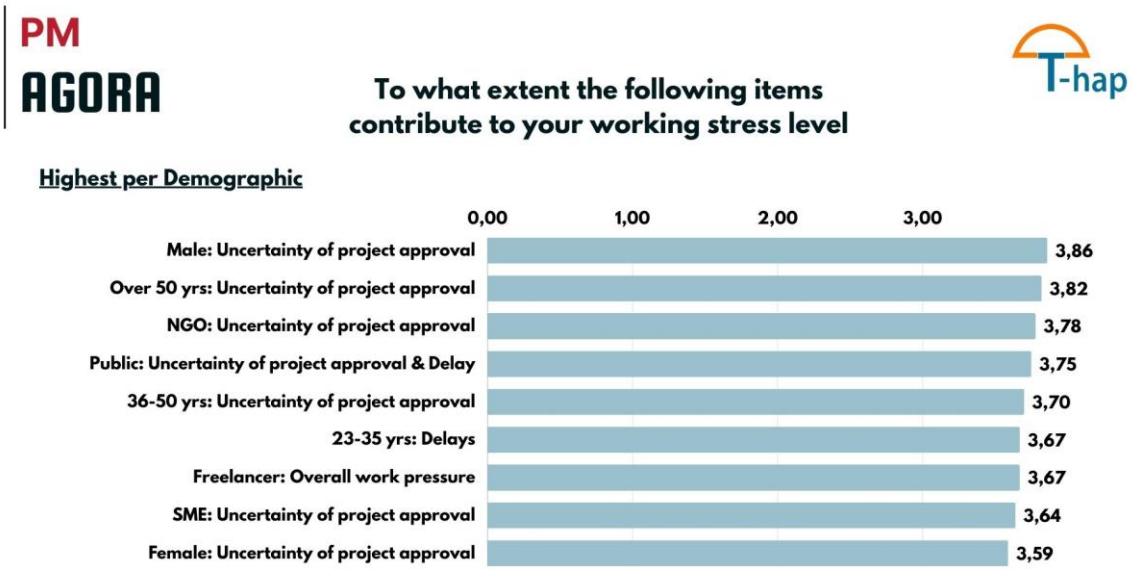
Training accessibility also varied across different work environments. The majority of NGO employees (82.6%), SME professionals (82.1%), and freelancers (77.8%) had not received recent training in time management. Public sector employees had the highest participation rate, with 41.7% having attended such training, though 58.3% still reported a lack of opportunities. Gender differences were also notable, with 23.3% of women having access to time management training compared to just 13.8% of men, suggesting a potential disparity in training allocation or prioritization.

When asked about "professional stress" in project management, respondents identified the most significant stressors in their work. Using a five-point scale (1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Always), the highest-rated stress factors were “Uncertainty of project approval” (3.67/5), followed by “Deadlines” (3.47/5), “Delays” (3.45/5), and “Securing project funding” (3.39/5). On the other hand, the least stressful aspects of project management were “Financial administration of projects” (2.86/5), “Doubts about competences” (2.70/5), “Lack of competences/skills” (2.54/5), and “Travelling” (2.24/5).



Stress levels varied depending on the work environment. Public sector project managers found "Uncertainty of project approval" and "Delays" to be the most stressful aspects (both 3.75/5), while "Reporting" was the least stressful (1.82/5). NGO professionals rated "Uncertainty of project approval" as their highest stressor (3.78/5), with "Travelling" being the least concerning (2.22/5). Those working in for-profit companies (SMEs) also identified "Uncertainty of project approval" as their top stressor (3.64/5), while "Project design" was the least stressful (2.54/5).

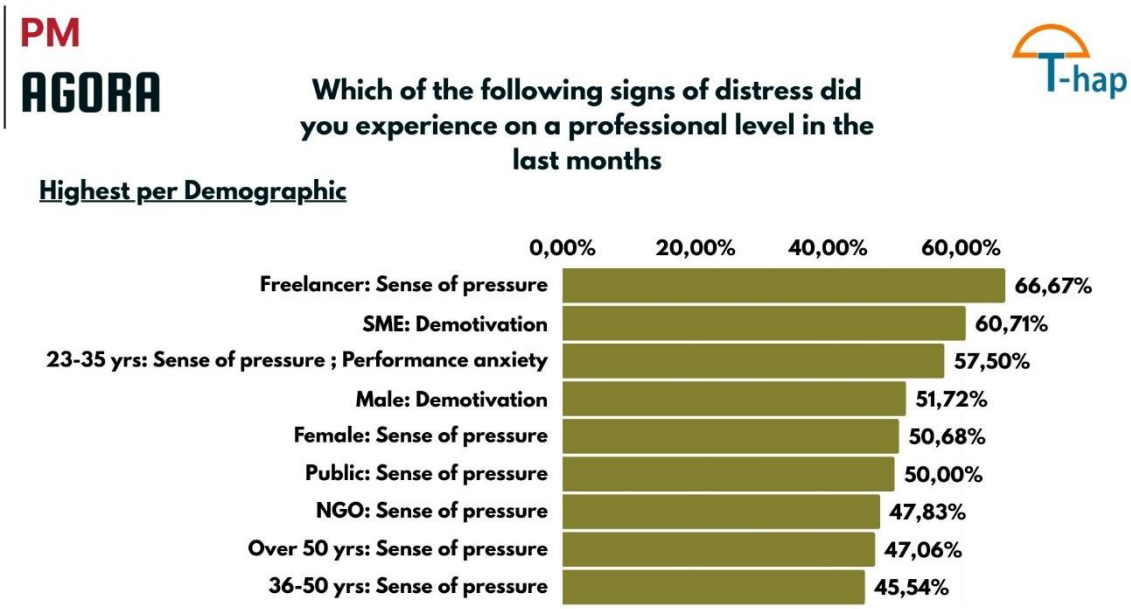
Freelancers, however, reported a different set of stressors, with "High work demands" and "Overall work pressure" ranking highest (both 3.67/5). Conversely, they found "Lack of competencies," "Financial administration of projects," and "Project design" to be the least stressful aspects of their work, all scoring an average of 2.56/5. These findings highlight how different work environments influence the perception and intensity of stress factors in project management.



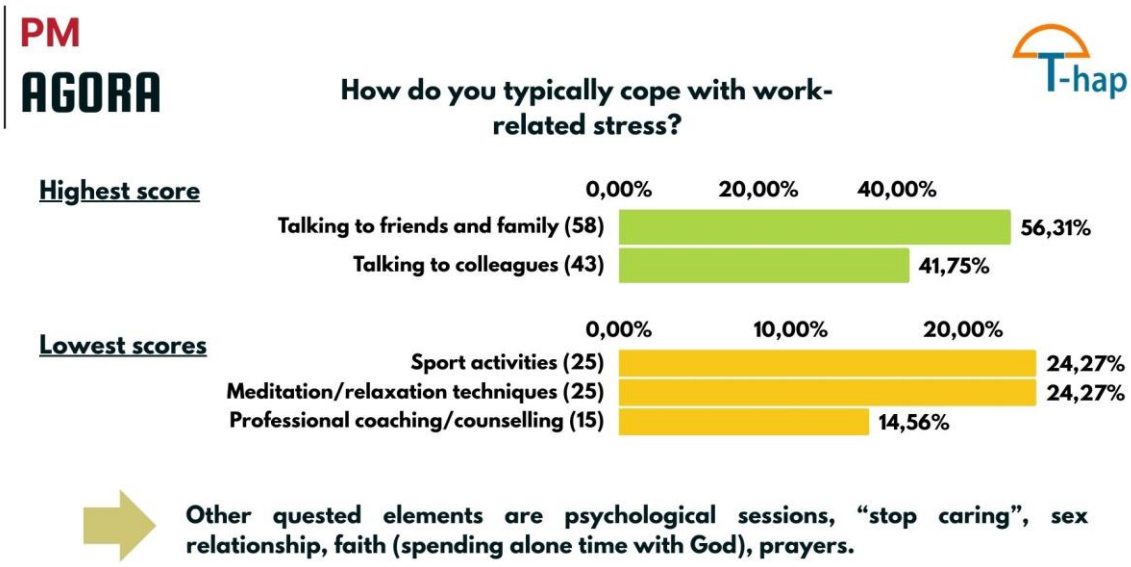
When asked about signs of distress experienced in the months leading up to data collection and their impact on professional performance, respondents identified the most significant issues. The most commonly reported stressors were a “Sense of pressure” (50.0%), “Demotivation” (40.2%), “Performance anxiety” (40.2%), and a “Sense of loss of control over tasks” (39.2%).

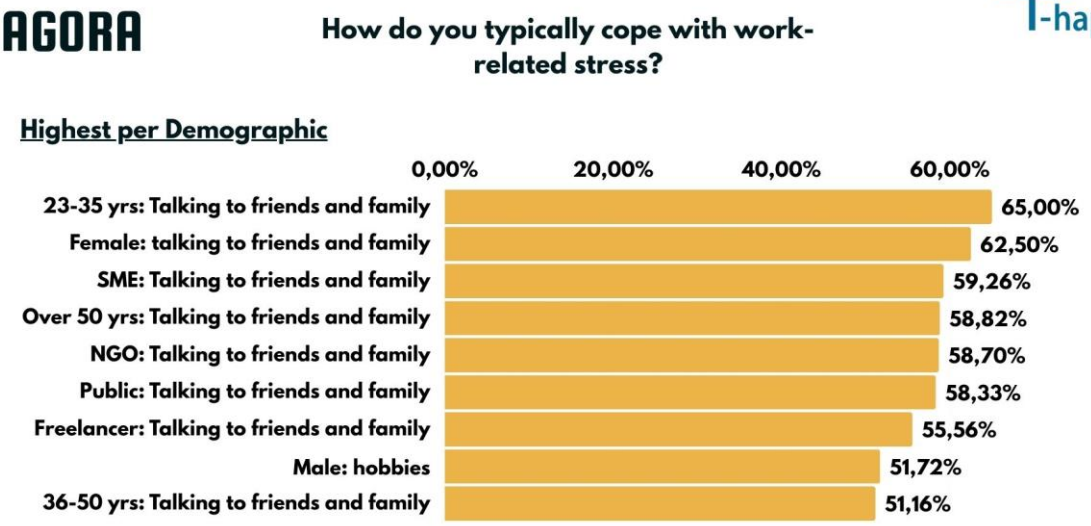
Conversely, the least reported signs of distress included “Loss of appetite” (6.9%), “Poor collaboration with colleagues” (23.5%), “Arriving late to work” (18.6%), and “Making mistakes” (25.5%).

The data also highlights variations based on the professional environment. Among freelancers, the most prevalent issue was a “Sense of loss of control” (55.6%). Public sector employees and NGO professionals both identified “Performance anxiety” as their top concern, with 41.7% and 43.4%, respectively. Notably, younger project managers (with less than five years of experience) reported “Performance anxiety” at the highest rate (64.5%), while even the most experienced professionals (with over 20 years in the field) still indicated it as a significant concern (37.5%). These findings emphasize the widespread nature of performance-related stress across different levels of experience and work settings.



Regarding coping mechanisms and how project managers handle daily work-related stressors, the survey identified the most common strategies. Approximately 32% of respondents reported "exercising" as a way to manage stress. However, the most frequently cited method was "Talking to friends and family" (57.4%), followed by "Talking to colleagues" (42.6%), "Taking holidays" (38.6%), and "Engaging in hobbies" (34.6%). Meanwhile, "Sports activities" and "Meditation/Relaxation techniques" were used by 24.7% of respondents. "Professional coaching and counselling" were indicated by 14.8% of the collected surveys.





Additionally, some participants mentioned other stress-management strategies, including "Attending psychological sessions," "Detaching from the situation," "Engaging in intimate relationships," and "Practicing faith-based activities such as prayer, attending mass, and spending time in spiritual reflection."

Leaving open space to respondents to comment the overall aspects of their professional life with regards to wellbeing, stress factors and coping mechanism, the answers were ranging from to

These are some of the most relevant to our purpose:

"Working overtime for long periods and in combination with tasks not related to EU project management drains your energy and motivation to continue, especially if your extra efforts do not get any recognition - but on the contrary the employer /supervisor expects that you keep accomplishing the same or higher results without thinking of the numerous factors that eventually will affect negatively your wellbeing and your performance."

"For me the most important thing is to be able to have good communication with my colleagues, from often I feel supported and helped. The big difficulty for me, on the other hand, is being able to create a relationship with partners from other countries, from whom often feel very distant, and this increases my performance anxiety."

"I think important factor to consider is whether a person is freelancer and/or businessowner or an employee. I think it would be totally impossible for me to handle the stress related to the amount of work if I were an employee. At the same time, maybe as an owner I tend to create much higher volume of work for which I care and cannot delegate. I think it is worth to investigate in this way."

"As a project manager, would be nice to devote time to practice relaxation techniques for professional wellbeing".

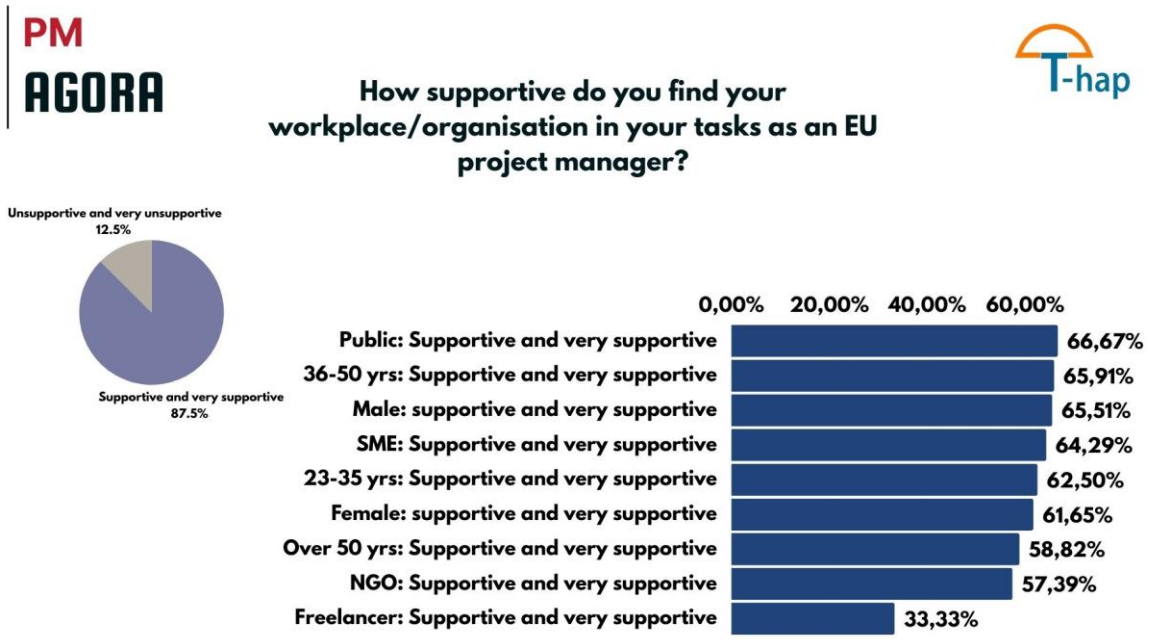
"Often it's not taken into consideration neither by the professional or organisation who engage us. Unfortunately, often the EU project writer is seeing as an someone who helps them to get the

funding to cover their salaries, but with no respect and formal recognition for the job we performed. This causes a lot of stress and anxiety as many organisations are asking us to work for free or under their instructions which are not in line with the call for proposals".

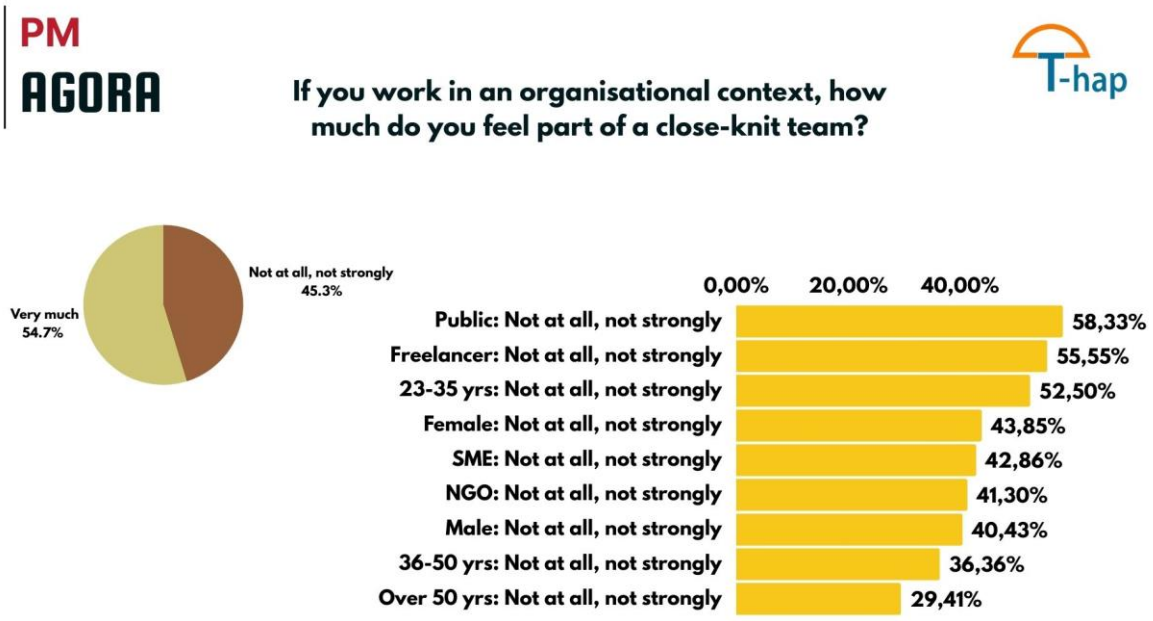
Corporate wellbeing

The third section of the survey focused on the work environments in which professional project managers carry out their responsibilities. The workplace can either support or hinder the wellbeing of professionals, which impacts not only their performance but also their personal lives. Organizations play a significant role in ensuring the wellbeing of their employees by providing measures, tools, and approaches that promote mental health, a positive mindset, and overall physical and spiritual health. The research explored how factors such as supervisors, colleagues, the work atmosphere, and business models either contribute to or detract from the wellbeing of project managers, and how certain choices can make their lives more challenging, frustrating, and detrimental to their mental health.

The first item in this section focused on the level of support that workplaces and organizations provide to EU project managers in their work activities. Respondents were asked to rate the support on a five-point scale (5 = Very supportive, 4 = Supportive, 3 = Neutral, 2 = Unsupportive, and 1 = Very unsupportive). The results revealed a generally positive sentiment: 27.5% rated it as Very supportive, 35.3% as Supportive, 28.4% as Neutral, 6.7% as Unsupportive, and only 2% as Very unsupportive. When broken down by organizational type, public employees reported a 66.7% (Very supportive and Supportive), SME employees indicated 64.3% (Very supportive and Supportive), NGO employees had 57.4% (Very supportive and Supportive), while freelancers were notably lower, with only 33.3% (Very supportive and Supportive).



The survey also examined the role of a sense of belonging and strong connections with the organization and colleagues as protective factors for good health, particularly mental health. It explored how "connected" project managers feel to their work teams. The results showed that 52% felt strongly part of the team, 33.3% felt part of the team but not strongly, and 8.8% did not feel part of it at all. Additionally, 5.9% of respondents were freelancers and therefore did not address this question.



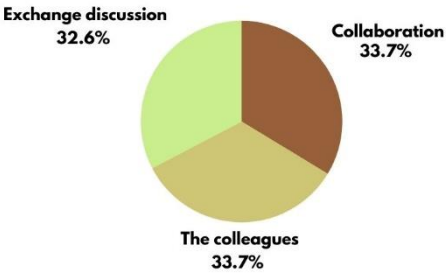
When asked about the most significant supportive elements within their organizations, project managers identified a variety of factors. Respondents rated each element on a scale from 1 (Not at all) to 5 (Very well). The highest-rated factors contributing to wellbeing in the workplace were: "Collaboration" (3.6/5), "The colleagues" (3.6/5), "Exchange of discussions" (3.5/5), and "Responsibilities" (3.5/5). On the other hand, the elements that were seen as less present in their organizational experience were “Supervision and consulting” (2,9/5), "Extra work activities with colleagues" (2.7/5) and "Financial benefits" (2.8/5).

PM AGORA

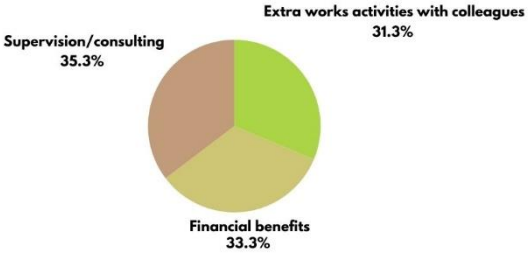
T-hap

To what extent the following elements of your company's working environment properly support your wellbeing as project manager:

Highest score:



Lowest scores:

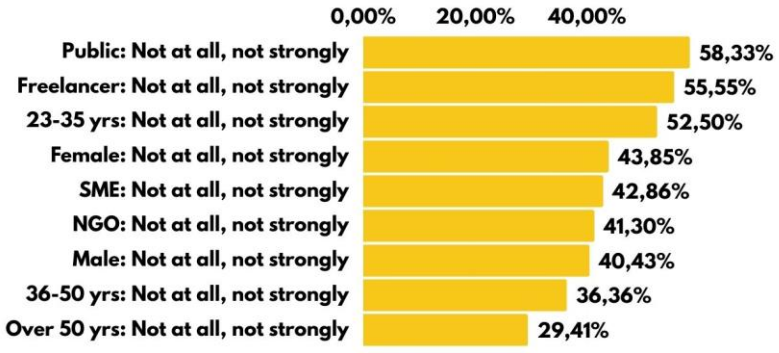


PM AGORA

T-hap

To what extent the following elements of your company's working environment properly support your wellbeing as project manager:

Highest score:



Comments have been shared related to the matter of corporate wellbeing. Here are the most relevant expressions:

"Feeling part of a team, a true collaborative team is a gift. Working remote made it difficult for some time, it was hard to questions, etc. But I now feel fully supported. With an massive overwork load that keeps me extremely nervous all the time, but supported by a great team",

"Communication, management, and climate among the colleagues are of paramount importance"

"Leading by example and adaptive management lead to the organizational wellbeing".

"People first".

Comments and elements for reflections

Over personal wellbeing

The section and the data collected provide a comprehensive perspective on the wellbeing of EU Project Managers, shedding light on their emotional state, coping mechanisms, and key challenges. The findings reveal both positive and concerning aspects of their personal and professional lives, highlighting the importance of workplace support, social connections, and individual strategies for maintaining mental health.

The overall wellbeing of respondents presents a nuanced picture. The highest-rated statements suggest a **strong engagement with new ideas and social interactions**, with "I've been interested in new things" and "I've been feeling interest in other people" scoring highest. These findings indicate a **positive level of curiosity and social connection**, which are often linked to higher levels of wellbeing. Additionally, the statement "I've been feeling loved" suggests that **personal relationships play a crucial role in sustaining wellbeing**. However, the lowest-scoring item, "I've been feeling relaxed," points to an underlying issue: a **significant portion of respondents experience stress and difficulty unwinding**, which can have long-term negative effects on both mental and physical health.

When examining wellbeing by demographic categories, certain trends emerge. **Older respondents (50+) report feeling the strongest sense of being appreciated**, while public service employees and NGO professionals show the highest levels of interest in new things. Male respondents demonstrate confidence in their ability to make decisions, while freelancers and self-employed individuals report clarity in thinking. This segmentation suggests that **wellbeing experiences vary based on career structure and personal circumstances**, with some groups enjoying more stability and support than others. Notably**, freelancers appear to struggle more with support structures**, aligning with previous findings that indicate their greater susceptibility to fatigue and work-related distress.

The way respondents spend their free time further contextualizes these wellbeing trends. The highest-scoring activities, such as maintaining social contact and engaging in concentration-based tasks, suggest that **project managers actively seek social interaction and intellectual stimulation**. However, **lower participation in group activities and public events may indicate a level of isolation or reluctance to engage in larger social settings, which could be due to work demands or personal preferences**. The data also suggests that project managers rely on

one-on-one or small-group interactions rather than larger communal activities to sustain their wellbeing.

A major area of concern highlighted in the survey is the **prevalence of distress indicators among EU Project Managers**. Fatigue, anxiety, and sleeping difficulties are the most commonly reported issues, with over 50% of respondents experiencing these symptoms. These findings align with global research on high-stress professions, where prolonged work pressure, tight deadlines, and job uncertainty contribute to burnout. **Freelancers**, in particular, **are the most affected by fatigue**, reflecting the challenges of self-employment, including irregular workloads, financial instability, and lack of institutional support. Additionally, the youngest respondents (23-35) experience the highest levels of anxiety, suggesting that **early-career professionals may struggle with job insecurity and high expectations**.

Gender differences further illustrate the complex nature of workplace wellbeing. **Women** report experiencing fatigue and sleeping difficulties more frequently than men, which may be **attributed to the additional emotional labour often associated with balancing work and personal life**. Meanwhile, public sector employees, despite generally higher wellbeing scores, also report significant levels of fatigue, suggesting that **even within structured work environments, workload and responsibilities can be overwhelming**.

The open-ended responses provide valuable qualitative insights into the personal struggles and coping strategies of project managers. **Many respondents express difficulty in maintaining a work-life balance**, with some reporting that **heavy workloads and deadlines negatively affect their mood and overall wellbeing**. One respondent notes the challenge of carrying work-related stress throughout the day, even realizing its impact only during late-night moments of restlessness. Such testimonies underscore the **importance of stress management strategies and organizational interventions to support employee wellbeing**.

A recurrent theme among responses is the **need for emotional and social support**. Several individuals emphasize the role of family, friends, and colleagues in helping them navigate stressful periods. Others acknowledge the necessity of professional help, such as therapy, to manage longstanding mental health issues. **The recognition that one cannot handle everything alone marks an important shift towards seeking external support**, a crucial factor in mitigating stress and fostering resilience.

Some respondents highlight personal strategies for maintaining wellbeing, such as prayer, mindfulness, and self-reflection. Others stress the importance of feeling in control, being on top of responsibilities, and having trust in oneself. These insights suggest that **a combination of external support systems and personal coping mechanisms is essential for sustaining wellbeing**.

Conclusions on Personal Wellbeing data

From these findings, several key conclusions can be drawn.

1. First, EU Project Managers experience a mixture of wellbeing and distress, with social connections and intellectual engagement serving as protective factors, while workload and job uncertainty contribute to stress.
2. Second, fatigue and anxiety are prevalent concerns, particularly among freelancers and young professionals, pointing to the need for better workplace support structures.

3. Third, gender differences in distress indicators suggest that work-life balance and emotional wellbeing should be addressed with a nuanced approach.
4. Finally, the qualitative responses reinforce the necessity of both personal and organizational interventions to enhance wellbeing.

Addressing these challenges requires a multi-faceted approach. Organizations should prioritize policies that promote mental health, such as flexible work arrangements, stress management programs, and peer support networks. Additionally, **project managers themselves can benefit from developing stronger self-care routines and seeking professional guidance when needed**. By fostering a "workplace culture" that values wellbeing, both individuals and organizations can contribute to a more sustainable and fulfilling professional environment.

Over professional wellbeing

The research provides a detailed examination of wellbeing in the professional lives of EU project managers, exploring satisfaction, stress, workload management, work-life balance, and the role of training. The survey findings reveal both positive and challenging aspects of the profession, offering insights into the factors influencing job satisfaction and professional stress. Below is an analysis and set of conclusions drawn from the content, with some additional recommendations.

Professional Satisfaction and Job Gratification

The survey indicates that EU project managers, on average, report **a fair level of professional satisfaction**, with an average satisfaction score of 70/100. This is a generally positive finding, suggesting that **the profession provides a sense of accomplishment and appreciation**. However, the wide variation in scores highlights the significant diversity in how project managers perceive their roles. Male respondents reported slightly higher satisfaction scores than females, and older respondents (aged over 50) reported higher satisfaction than younger professionals. The finding that those with more than 20 years of experience reported the highest satisfaction **underscores the potential benefits of career longevity in this field**.

The factors contributing most to **job satisfaction include flexible working time and positive team relationships**, with a noticeable emphasis on these factors among different demographic groups. For example, men highlighted flexible working times more than women, while women placed greater importance on team relationships. The contrast in these preferences **suggests that individual needs and priorities may shift across gender, age, and professional experience, which could be vital for organizations when creating a supportive work environment**.

Workload Management and Stress

The survey also delves into workload management, revealing that many professionals struggle with managing their work-related tasks. With an average score of 63/100 for workload manageability, it's clear that **EU project managers face challenges in organizing their responsibilities**. Interestingly, while seniority helps improve perceptions of workload manageability, it does not eliminate stress entirely. Project managers with over 20 years of experience reported the highest manageability score, reinforcing the idea that **experience plays a significant role in how individuals handle professional demands**.

The stress factors identified, particularly uncertainty regarding project approval, deadlines, delays, and securing project funding, are significant challenges within the field. These stressors are consistently rated high across the sample, with public sector and NGO professionals noting similar concerns about uncertainty and delays. **Freelancers**, in particular, experienced unique stressors related to high work demands and overall work pressure, a **reflection of the lack of organizational support often present in such roles**.

Work-Life Integration

Another key area examined in the survey is work-life balance. The respondents generally reported a positive perception of their work-life balance, with an average score of 63/100. However, this is just above the threshold of dissatisfaction, suggesting that while many project managers achieve a reasonable balance between their professional and personal lives, there is still room for improvement. **The age and experience-based patterns show that older and more experienced professionals are more likely to feel satisfied with how they are able to integrate personal life and professional work**, likely because they have refined coping strategies or achieved better personal-professional boundaries over time.

Younger professionals, particularly those with less than five years of experience, rated their work-life balance lower. This finding highlights **the stress associated with early career stages**, where project managers may still be adjusting to the demands of the job while trying to find harmony between their personal and professional lives. This area could be an opportunity for improvement, with organizations offering more tailored support for younger professionals.

Training and Professional Development

Training emerged as a significant factor influencing professional wellbeing, with an overall perception of insufficient training opportunities. Respondents rated training availability at a mid-level, and those with less experience reported lower satisfaction with training access. While **training is essential for maintaining and enhancing project management skills**, as well as staying updated on EU program requirements, it seems that **access is not equitably distributed, with freelancers and more experienced professionals often finding fewer opportunities**.

The survey also highlighted a **notable gap in time management training**, a key competency for managing workloads and reducing stress. A large percentage of respondents, particularly those in the public and private sectors, had not received recent training in this area. **This lack of time management education could be a contributing factor to the high levels of stress reported** by project managers. Interestingly, women reported better access to time management training than men, which may indicate an institutional focus on supporting women in this domain.

Stress Management and Coping Mechanisms

When it comes to stress management, the survey revealed that **personal coping strategies play a key role in how professionals navigate work-related stress**. The most common stress-relief strategies were talking to friends and family, engaging in physical activity, taking holidays, and discussing issues with colleagues. Meditation and relaxation techniques were also mentioned, although to a lesser extent. **The fact that so many respondents rely on personal, non-professional methods of coping suggests that employers and organizations may not be providing adequate support for managing professional stress**.

One notable coping strategy was the use of **psychological sessions or professional coaching and counselling**, albeit by a smaller percentage of respondents. These methods **can help project managers deal with the psychological pressure**s of their job, especially when dealing with performance anxiety, sense of pressure, and feelings of loss of control over tasks. Interestingly, these psychological issues are reported across various levels of experience, indicating that stress and anxiety are not necessarily reduced with time spent in the profession.

Organizational Impact on Wellbeing

The comments from respondents reinforce the idea that **organizational culture significantly impacts professional wellbeing**. Many project managers expressed frustration over the lack of recognition for their work, particularly in the context of working overtime or handling responsibilities outside their core job scope. Some felt that their efforts were taken for granted, leading to burnout and diminished motivation. This underscores the importance of organizational support, recognition, and clear communication to help reduce job dissatisfaction and stress.

Conclusions and Insights

Let's draw some conclusion following the above analysis on professional wellbeing.

1. **Experience and Career Longevity Improve Wellbeing:** The more experience a project manager has, the higher their satisfaction and workload manageability. Therefore, organizations may want to prioritize mentoring and support for younger professionals to help them navigate their early career challenges.

2. **Training and Development are Critical:** There is a clear gap in training opportunities, especially for less experienced professionals and freelancers. Addressing this gap, particularly in time management and advanced project management skills, could help alleviate stress and improve overall performance.

3. **Work-Life Balance Remains a Challenge:** While older and more experienced professionals tend to report better work-life balance, younger project managers struggle in this area. Companies should consider offering more structured support for those earlier in their careers, perhaps through flexible working arrangements or dedicated wellness programs.

4. **Stress Management Needs Attention:** The survey reveals that project managers often resort to personal methods of coping with stress, suggesting that organizations may not be providing adequate mental health support. Offering workshops or access to counselling could significantly reduce stress levels and improve productivity.

5. **Recognition and Job Security are Vital:** The lack of recognition for additional work and the uncertainty surrounding job security, especially in relation to project approval, are significant stressors. Organizations should consider fostering a culture of appreciation and provide clearer communication regarding job security.

6. **Young professionals**, whether in terms of age or career experience, **require special support** when managing stress, anxiety, and overall wellbeing. Their limited experience, combined with the excitement of tackling new environments and challenges, can significantly increase the risk of burnout early in their journey as project managers. To

prevent unhealthy situations and negative outcomes, proactive measures must be implemented both at an individual and organizational level.

Recommendations

To improve the wellbeing of EU project managers, organizations should focus on providing better training opportunities, particularly in areas that directly affect stress and workload management. They should also establish systems for recognizing the hard work of project managers, ensuring that employees feel valued. Lastly, fostering a more supportive work environment with clear pathways for work-life balance will improve job satisfaction, especially for younger professionals and those with less experience in the field.

In conclusion, while EU project managers experience a relatively high level of satisfaction in their profession, significant areas of concern remain, especially around workload manageability, stress management, and work-life balance. Addressing these issues systematically will not only enhance the wellbeing of professionals but also improve the efficiency and effectiveness of EU-funded projects as a whole.

Over corporate wellbeing

The data collected in this section offer valuable insights into the factors influencing the corporate wellbeing of EU project managers, specifically in terms of the support they receive from their work environments. The findings suggest that workplace conditions, relationships with colleagues and supervisors, and organizational structures have a significant impact on the mental, physical, and emotional health of project managers. **Not only does the work environment affect individual performance, but it also plays a key role in shaping personal wellbeing**, which can, in turn, influence professional outcomes.

The first key finding from this section relates to the level of support provided by workplaces. The data indicates a **generally positive outlook on support**, with a substantial portion of respondents (around 62%) rating their workplaces as either "Very supportive" or "Supportive." This sentiment is a reflection of an environment where individuals feel encouraged and assisted in their professional tasks, which is essential for promoting wellbeing. However, the breakdown by organizational type reveals noteworthy variations. **Public sector and SME employees report higher levels of support, while freelancers report significantly lower levels (only 33%)**. This discrepancy is particularly telling, as freelancers often face greater levels of isolation and may lack the institutional structures that foster support in more traditional work settings.

The lower support score for freelancers could be a critical area for further research, as it highlights **the challenges of working independently**, including the absence of a close-knit team and the potential for burnout **due to the lack of a clearly defined support network**. Freelancers may need more tailored interventions to ensure their wellbeing, such as platforms that connect them with peers or rather professional mental health resources. It is crucial to **understand the specific barriers that freelancers face**, which could include social isolation, lack of job security, and the pressure of managing all aspects of their work without the support structures that typically exist in more institutionalized settings.

Another key theme in the research is **the sense of belonging and connection with colleagues and the organization**. The survey results show that over half of the respondents (52%) feel

strongly part of their team, which is an **important indicator of organizational health**. A strong sense of belonging within a work team has been shown to be protective for mental health, contributing to lower stress levels and higher job satisfaction. On the contrary, a notable portion of respondents (one third of the respondents) reported feeling only somewhat connected, and less than one tenth reported no sense of belonging at all. This signals a **potential area of concern, as lack of connection can lead to feelings of alienation and disengagement**, ultimately impacting both performance and personal wellbeing.

The importance of collaboration and the relationships between colleagues is further highlighted by the survey results, which show that "Collaboration" and "The colleagues" were among the highest-rated factors contributing to wellbeing, each receiving a score of 3.6/5. These results underscore **the vital role of positive interpersonal relationships in fostering a healthy work environment**. Having colleagues to rely on not only facilitates the completion of tasks but also acts as a buffer against the stressors that come with the responsibilities of project management. This finding is particularly relevant in the context of remote or hybrid work models (that in recent years strongly characterise PMs working methodology), where communication and teamwork can be more challenging to maintain. The comment from one respondent, mentioning the challenges of remote work but highlighting the importance of a supportive team, illustrates this dynamic. The **adaptability of teams in maintaining their collaborative spirit** despite remote work is critical to ensuring ongoing support for employees, even when face-to-face interactions are limited.

On the other hand, the research also reveals **areas that could be improved within organizations**. The elements rated lower in terms of their contribution to wellbeing include "Supervision and consulting" (2.9/5), "Extra work activities with colleagues" (2.7/5), and "Financial benefits" (2.8/5). These results suggest that there may be **gaps in how supervisors engage with project managers and support their development, which is vital for job satisfaction and overall mental health**. The relatively low rating of financial benefits points to the possibility that employees may feel their **compensation is not aligned with their responsibilities or the expectations placed upon them**. While financial compensation is only one aspect of job satisfaction, its relative absence in this survey highlights the need for organizations to consider the balance between workload, rewards, and recognition.

The comments shared by respondents further deepen the understanding of the factors influencing corporate wellbeing. The emphasis on "communication, management, and climate among colleagues" illustrates that a positive work environment—characterized by clear communication, effective management, and a healthy interpersonal climate—contributes significantly to wellbeing. The mention of "Leading by example and adaptive management" further supports this idea, suggesting that **leadership style plays a critical role in shaping organizational wellbeing**. When leaders model positive behaviours and adapt to the needs of their team members, it fosters an environment of trust and mutual respect, which is essential for maintaining good mental health in the workplace.

Finally, the phrase "People first" encapsulates the core message that emerged from the survey comments. This sentiment underscores the **importance of placing the wellbeing of employees at the forefront of organizational priorities**. Project managers, like all professionals, need to feel valued not just for their outputs but also as individuals with personal and mental health needs that deserve attention and care. Organizations that prioritize their

employees' wellbeing are more likely to see improved performance, reduced turnover, and a more positive workplace culture overall.

Conclusions and Insights

The research provides a nuanced understanding of the corporate wellbeing of EU project managers, revealing both strengths and areas for improvement in workplace support and organizational culture. Overall, there is a positive perception of workplace support, with most project managers feeling that their organizations provide a reasonable level of assistance. However, significant differences exist between various organizational types, with freelancers reporting notably lower support levels, highlighting their vulnerability to workplace isolation and stress.

A strong sense of belonging to a team is a crucial protective factor for mental wellbeing, with over half of the respondents feeling strongly connected to their colleagues. Nevertheless, a sizable proportion of project managers feel only moderately connected or not at all, which suggests that workplace relationships are not universally strong and that more efforts may be needed to foster team cohesion.

Collaboration and positive colleague interactions emerge as the most significant contributors to wellbeing, reinforcing the idea that social and professional networks within the workplace play a fundamental role in reducing stress and enhancing job satisfaction. However, some aspects of corporate wellbeing remain underdeveloped, particularly in terms of supervision, financial benefits, and extra-work activities, which may indicate a gap between employee expectations and the support structures currently available.

Leadership and management practices also play a key role in shaping wellbeing. Effective communication, adaptive leadership, and a "people first" mentality are seen as critical elements in maintaining a healthy work environment. When leaders foster an inclusive and responsive workplace culture, employees are more likely to feel valued and supported.

Food for thought

1. **The Importance of Workplace Support for Mental Wellbeing**
   The study underscores that workplace support is not just about facilitating task completion; it directly impacts mental health and job satisfaction. Organizations that invest in structured support mechanisms—such as mentorship, clear communication channels, and professional development—are likely to see not only improved performance but also a more resilient workforce.

2. **Freelancers Face Greater Challenges and Need Tailored Solutions**
   The significant gap in perceived support between freelancers and employed project managers suggests that independent professionals require more targeted interventions. Organizations that frequently work with freelancers should explore ways to integrate them into existing support structures, such as networking events, virtual communities, or peer mentoring programs.

3. **Belonging and Team Cohesion as Protective Factors**
   Feeling part of a team significantly contributes to wellbeing, particularly in high-pressure environments like project management. Organizations should prioritize initiatives that enhance team bonding, such as structured team meetings, collaborative

tools, and informal social gatherings, especially in remote work settings where natural team interactions may be limited.

4. **Supervision and Financial Recognition Need Improvement**
   The relatively low ratings for supervision and financial benefits indicate that employees may not feel adequately guided or rewarded for their work. This suggests a need for more structured feedback mechanisms, career progression opportunities, and financial incentives that reflect the workload and responsibilities of project managers.

5. **Leadership Style Matters: Adaptive and People-Centered Management**
   The emphasis on communication, leading by example, and adaptive management highlights the need for leadership styles that are responsive to employees' needs. Leaders who prioritize wellbeing, foster transparency, and maintain open communication contribute significantly to a positive organizational climate.

6. **Corporate Wellbeing as a Strategic Investment**
   The overarching theme of the research is that corporate wellbeing is not a peripheral issue—it is a strategic factor that affects performance, retention, and overall organizational health. Companies that actively work to create supportive environments, strengthen social connections, and address gaps in supervision and recognition will likely see higher levels of engagement and productivity among project managers.

Epilogue

This article aimed at exploring aspects of wellbeing of Eu project managers through a dual approach: a recent literature review with an empirical, data-based study. The literature analysis has provided a broad theoretical framework, by identifying key dimensions of wellbeing at individual, professional, and organisation levels. Among other matters, it highlighted the increasing, due to our times, pressures faced buy project managers, including workload intensity, administrative burden, and the challenges of collaboration in working context, while addressing – at the same time – the protective factors that can enforce resilience and job satisfaction.

The applied research, implemented through data collected among the target, reinforced these insights by capturing the lived experience of EU project Managers across Europe. The findings confirmed that while collaboration, a supportive team environment, and a good sense of belonging play a crucial role in maintaining wellbeing in own lives, challenges such as excessive workload, uncertainties over project approval, scarce supervision, along with weak offers of training benefits, remain significant concerns. Indeed, the data also stress disparities across different organisations setting, with freelances reporting the lowest level of support compared to these working in public institutions, or SMES and NGOs,

Wanting to indicate a key takeaway, we can mention that wellbeing in project management is not solely and individual/personal responsibility, but it is strongly influenced by organisations culture and professional support mechanisms. While personal coping mechanisms and resilience strategies are essential and need to be constantly taken into action, the role of employers, supervisors, councillors in fostering a healthy work attitude and work environment is

equally critical. The results suggest that organisations that prioritise open communication, adaptive leadership, and metal health support are more likely to support serenity and wellbeing in professionals who work in the field.

These findings should serve as both a call to action and a foundation for future research. By recognising the pressures inherent in the profession and consequently implementing targeted strategies to mitigate them, individuals and organisations can enable a more sustainable mental health conditions and safe working environments. As EU project management continues to evolve, balancing efficiency with wellbeing will be essential for individual professionals and for the overall health of the sector.

The authors

Alessandro Carbone: Masters' in Social Work, he has taught Social Work at the University in Varese (Italy) and has worked as a social worker with young and marginalized people. Since 1995 he has been offering continuous training to adults belonging to public and private organizations on social and health matters. He has participated since 1995 and is still presently involved in several EU projects (LLP, Erasmus+, Med, SEE, CIP ICT, Daphne, COSME, AMIF, Horizon) as a project manager and he is active in the consulting field on EU programmes as well as in continuous education for public authorities and private companies.

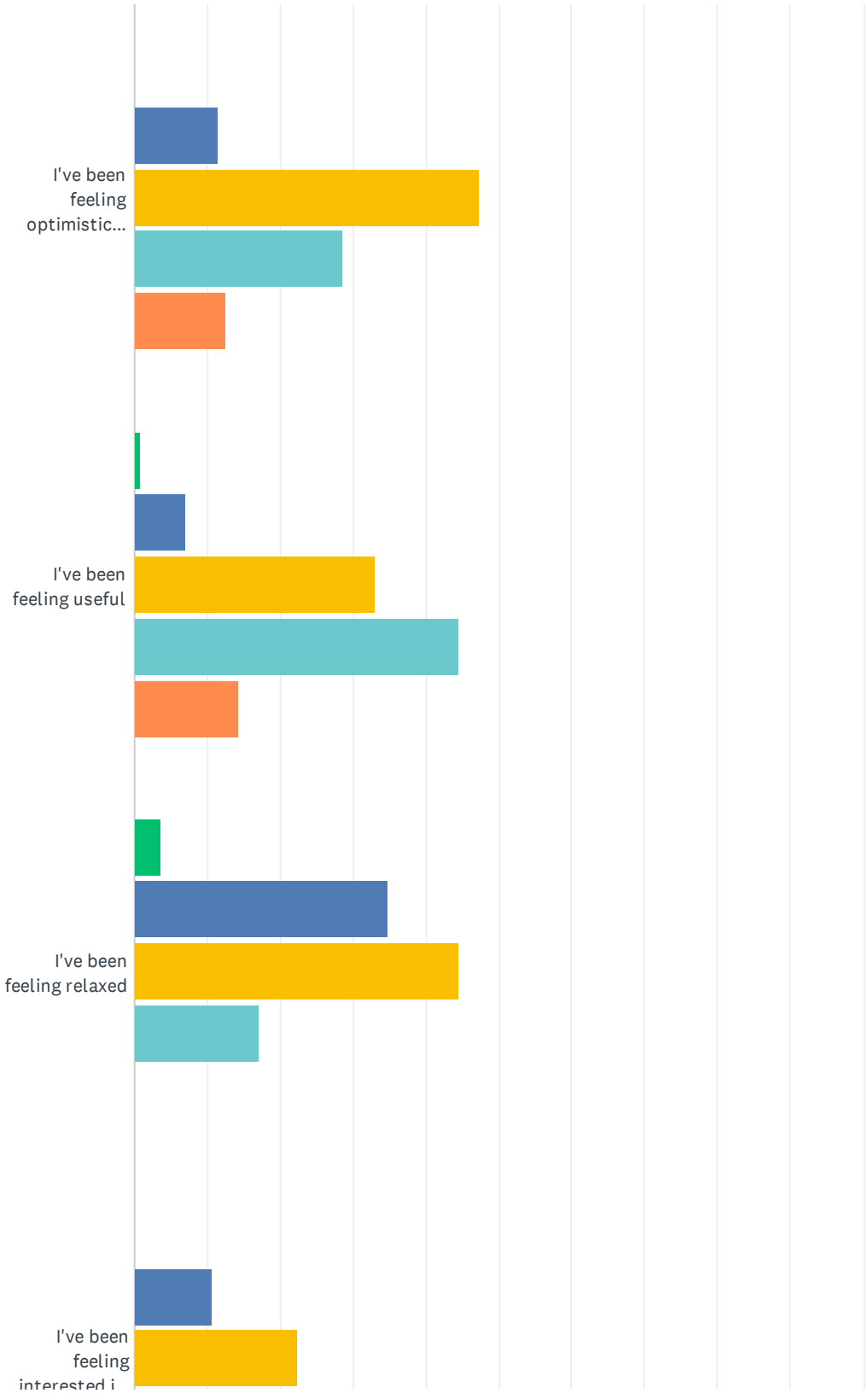
Marta Ji Guillen Pena: A Law and International Relations student at ICADE. She has done internships at the Cervantes Institute in Lyon, specialising in corporate communication and cultural management, as well as at the Academy of Entrepreneurship in Athens, where she developed research techniques to identify best practices in international projects. She has teaching experience in English and sports leadership. She is multilingual (Spanish, English, French, Chinese). Her background is complemented by training in Business Internationalisation Strategy and skills in critical analysis and communication".

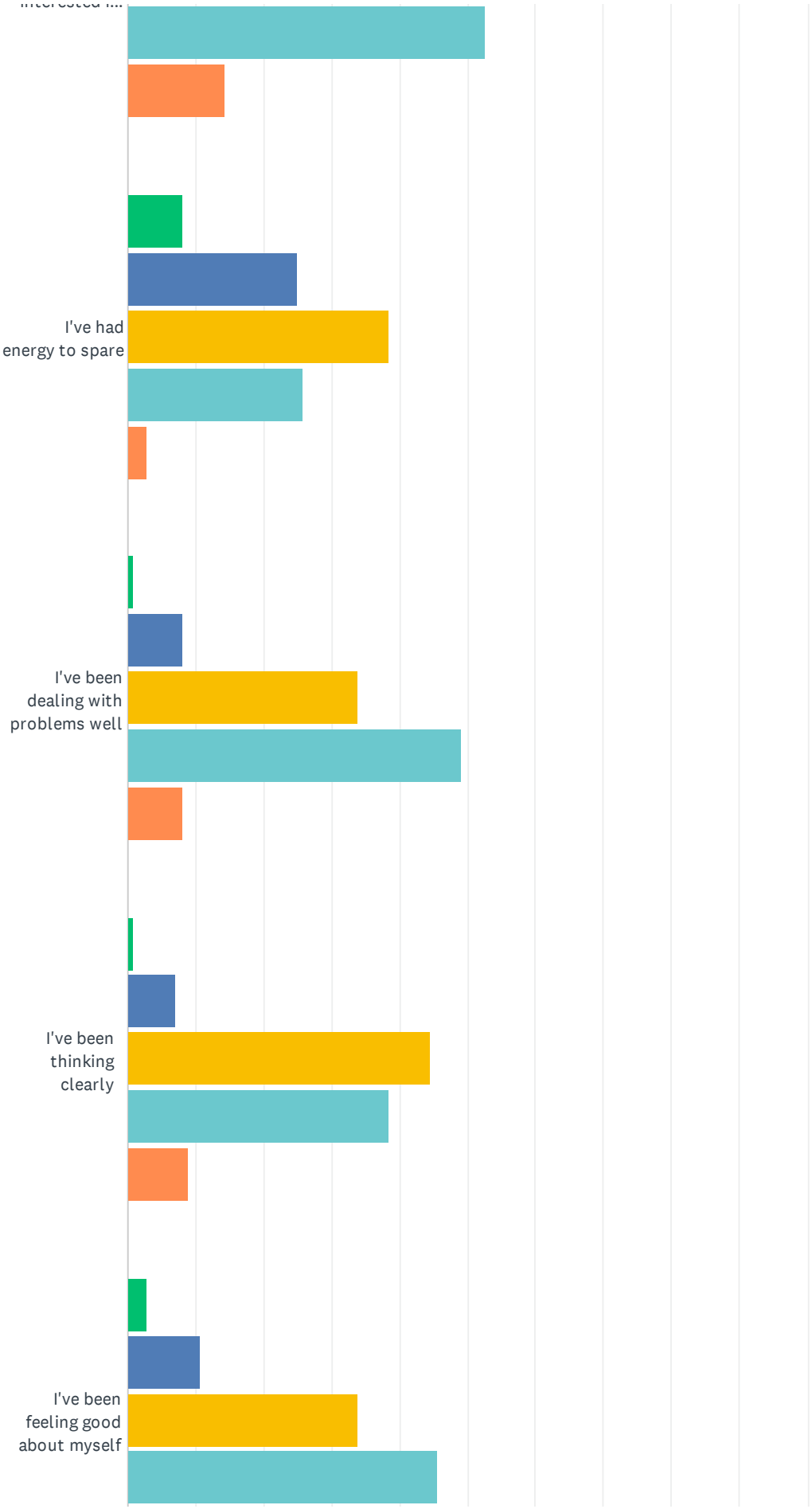
Annex

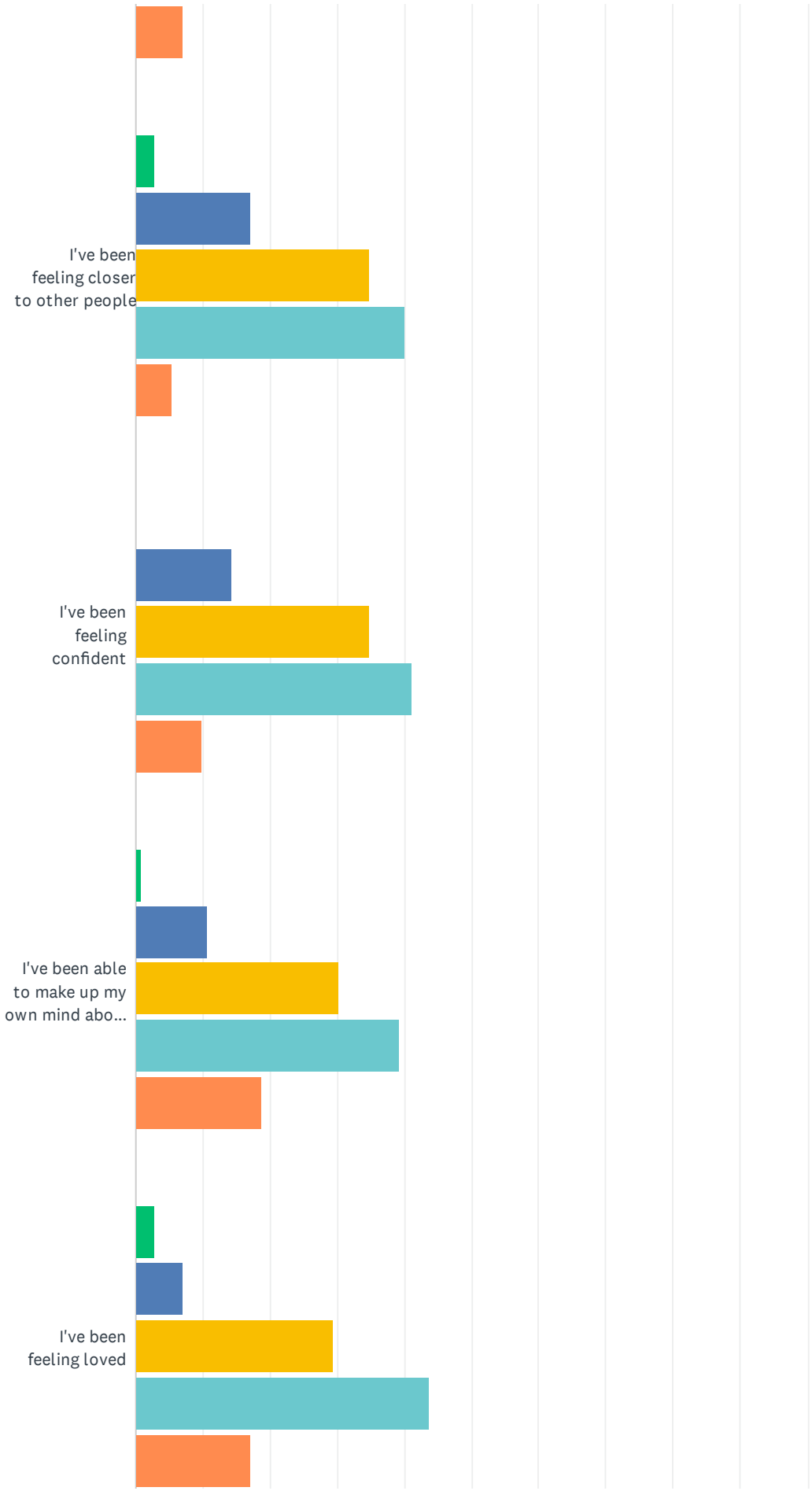
Overall analytic data

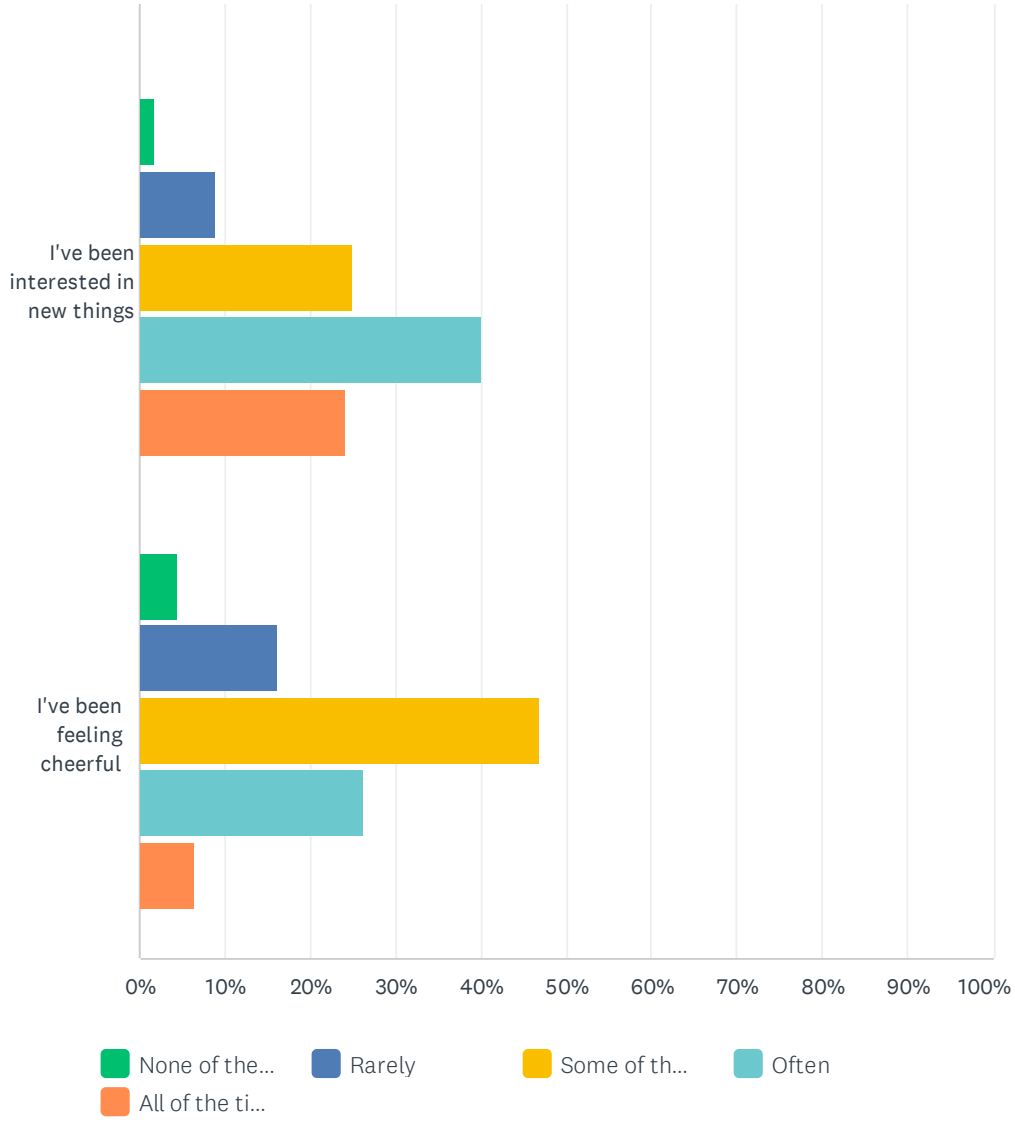
Q1 Over the last few weeks how often did you experience the following feelings? (for each item tackle your answer)

Answered: 112 Skipped: 0




I've had energy to spare
I've been dealing with problems well
I've been thinking clearly
I've been feeling good about myself

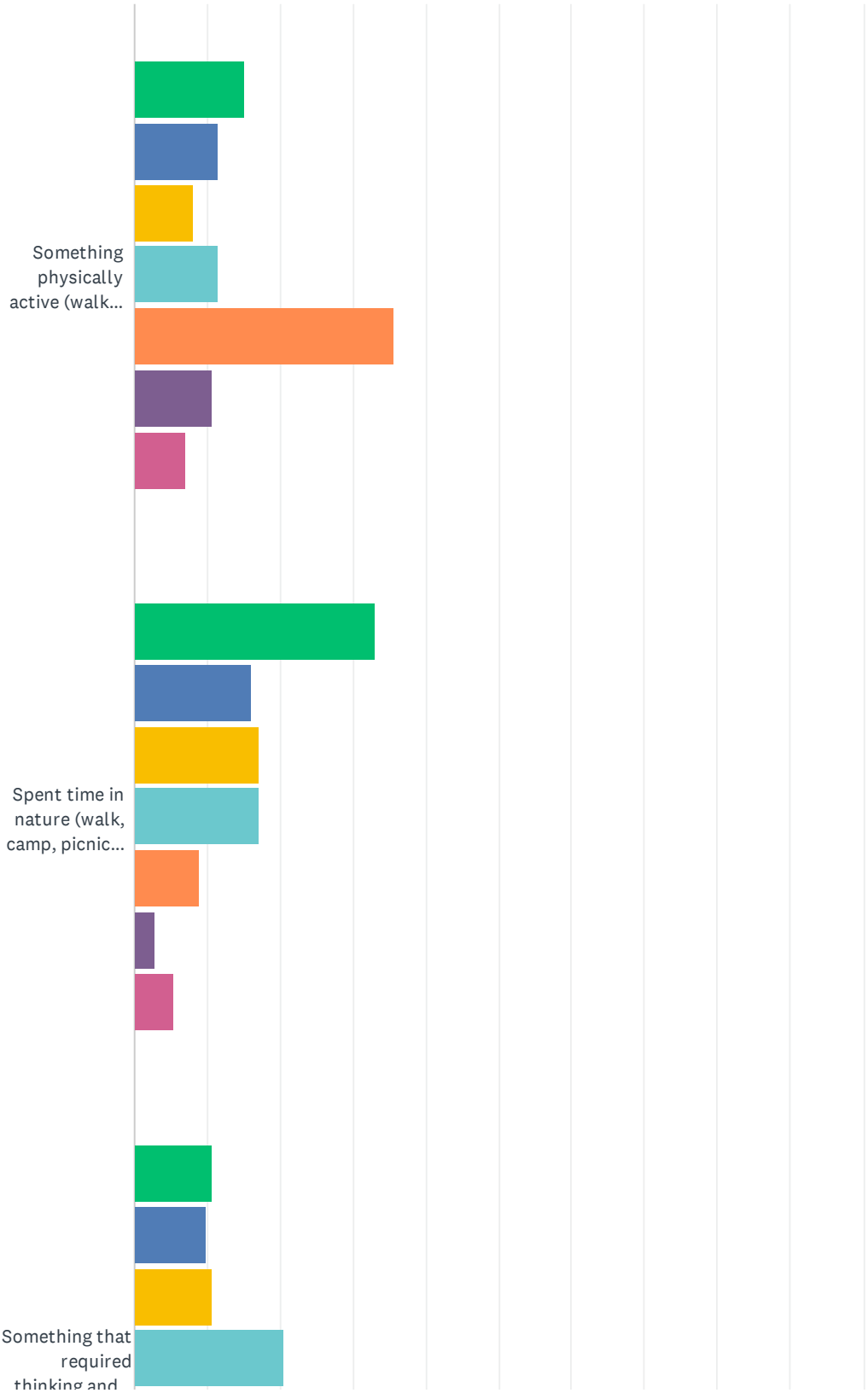

I've been feeling closer to other people
I've been feeling confident
I've been able to make up my own mind abo...
I've been feeling loved

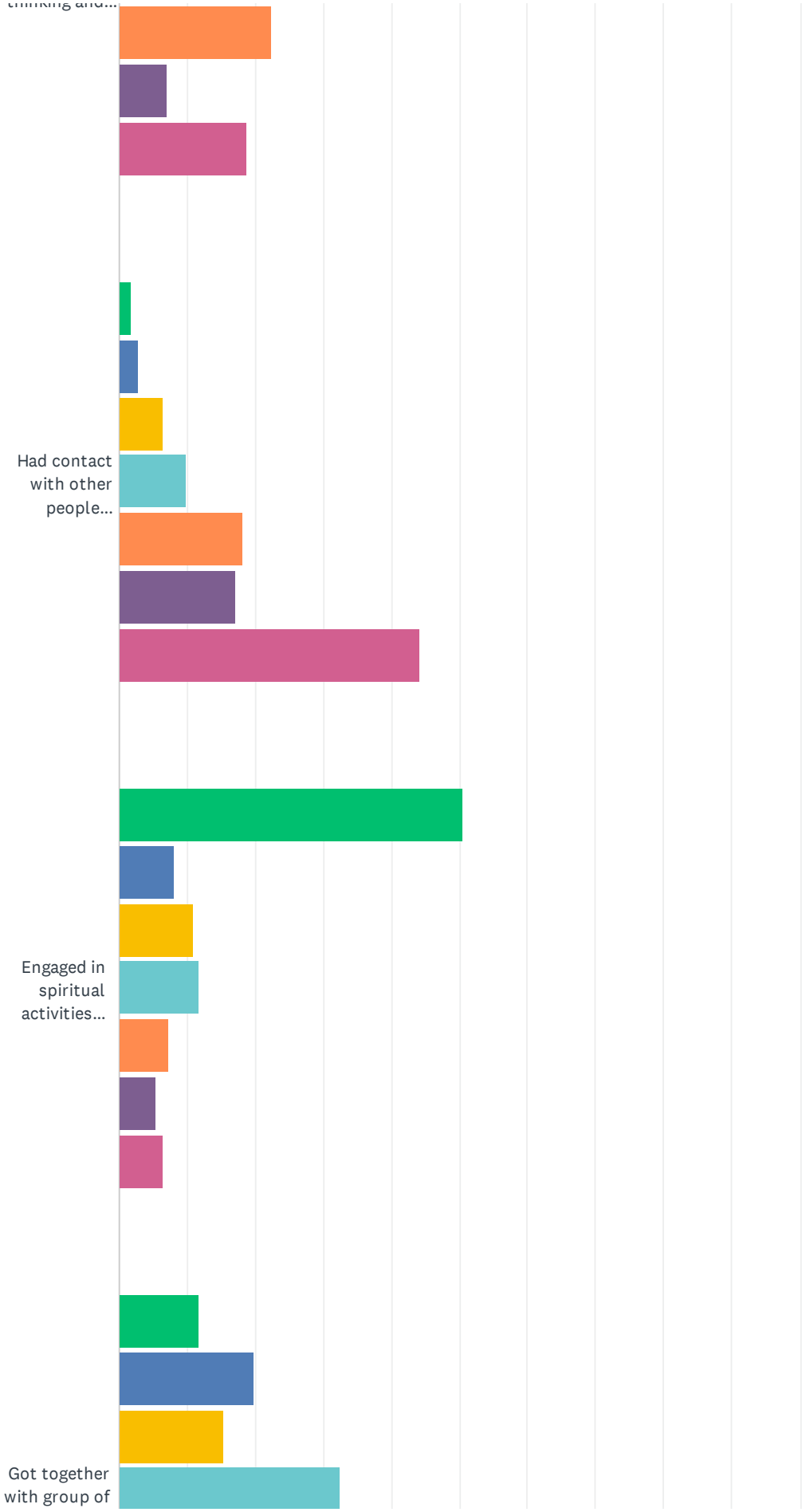

I've been interested in new things
I've been feeling cheerful
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
None of the...
Rarely
Some of th...
Often
All of the ti...

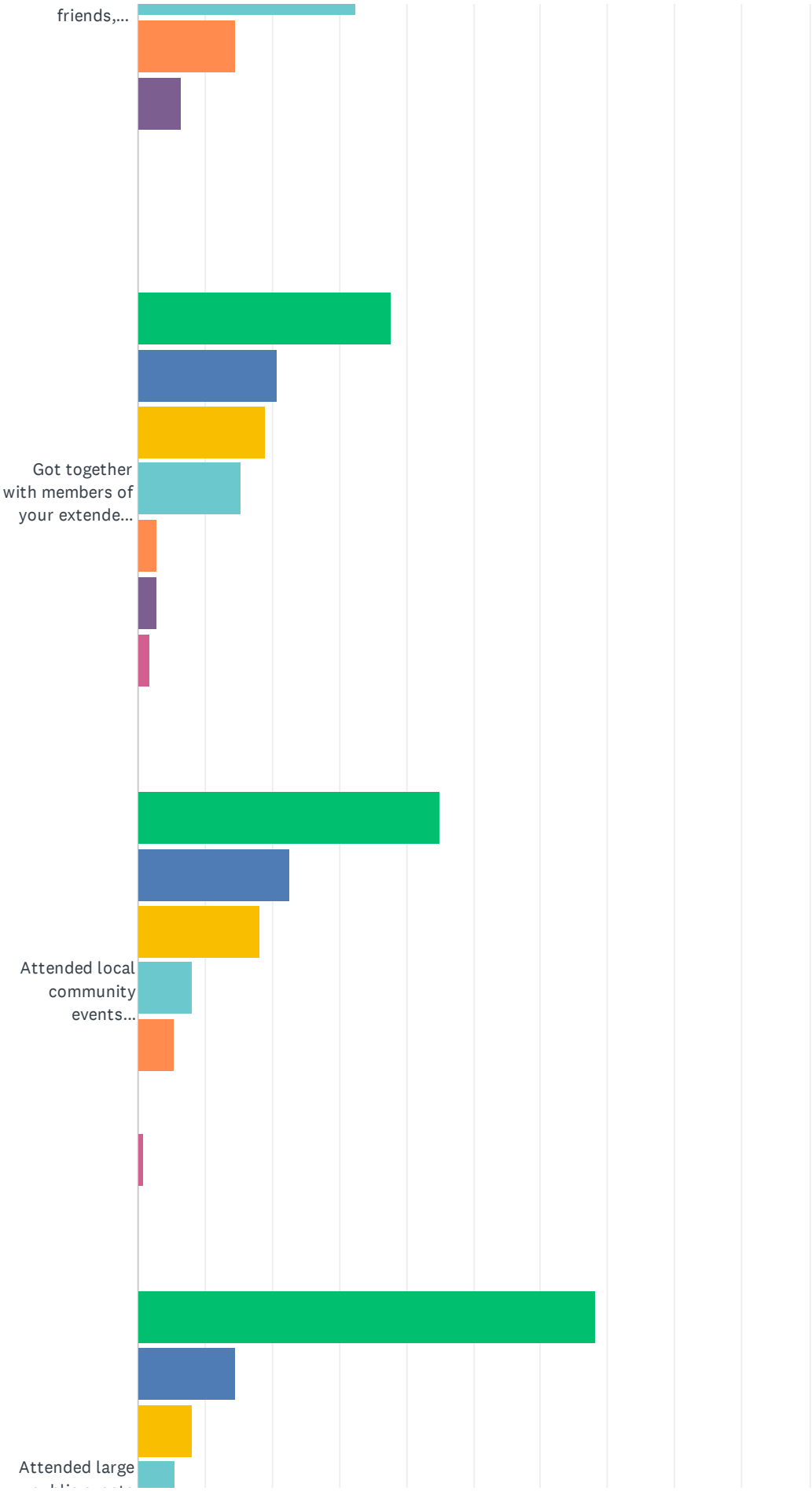
	NONE OF THE TIME	RARELY	SOME OF THE TIME	OFTEN	ALL OF THE TIME	TOTAL	WEIGHTED AVERAGE
I've been feeling optimistic about the future	0.00% 0	11.61% 13	47.32% 53	28.57% 32	12.50% 14	112	3.42
I've been feeling useful	0.89% 1	7.14% 8	33.04% 37	44.64% 50	14.29% 16	112	3.64
I've been feeling relaxed	3.57% 4	34.82% 39	44.64% 50	16.96% 19	0.00% 0	112	2.75
I've been feeling interested in other people	0.00% 0	10.71% 12	22.32% 25	52.68% 59	14.29% 16	112	3.71
I've had energy to spare	8.04% 9	25.00% 28	38.39% 43	25.89% 29	2.68% 3	112	2.90
I've been dealing with problems well	0.89% 1	8.04% 9	33.93% 38	49.11% 55	8.04% 9	112	3.55
I've been thinking clearly	0.89% 1	7.14% 8	44.64% 50	38.39% 43	8.93% 10	112	3.47
I've been feeling good about myself	2.68% 3	10.71% 12	33.93% 38	45.54% 51	7.14% 8	112	3.44
I've been feeling closer to other people	2.68% 3	16.96% 19	34.82% 39	40.18% 45	5.36% 6	112	3.29
I've been feeling confident	0.00% 0	14.29% 16	34.82% 39	41.07% 46	9.82% 11	112	3.46
I've been able to make up my own mind about things	0.89% 1	10.71% 12	30.36% 34	39.29% 44	18.75% 21	112	3.64
I've been feeling loved	2.68% 3	7.14% 8	29.46% 33	43.75% 49	16.96% 19	112	3.65
I've been interested in new things	1.79% 2	8.93% 10	25.00% 28	40.18% 45	24.11% 27	112	3.76
I've been feeling cheerful	4.50% 5	16.22% 18	46.85% 52	26.13% 29	6.31% 7	111	3.14

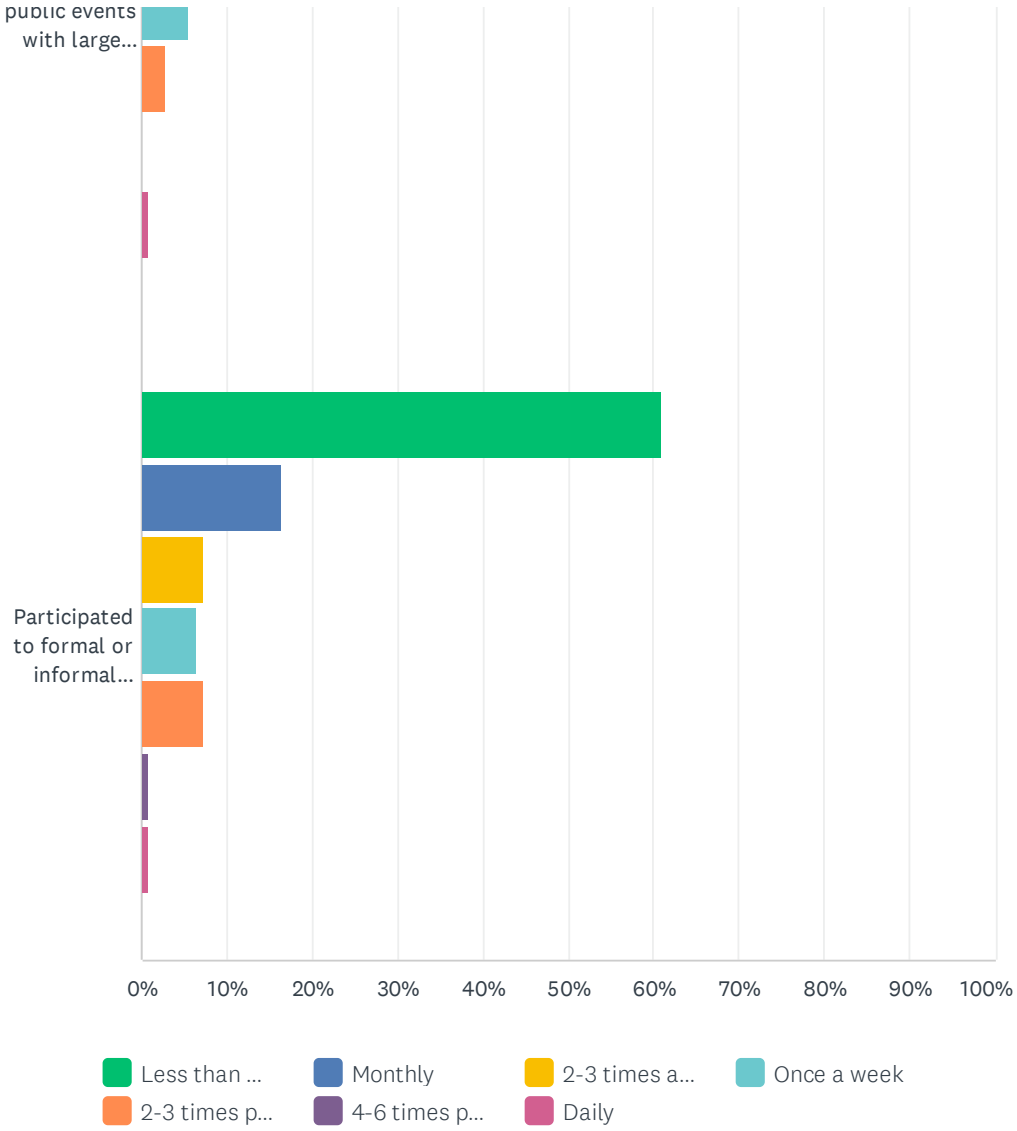
Q2 In the last year, besides your work and domestic life, how often did you do the following? (for each item tackle your answer):

Answered: 112 Skipped: 0




thinking and...
Had contact with other people...
Engaged in spiritual activities...
Got together with group of

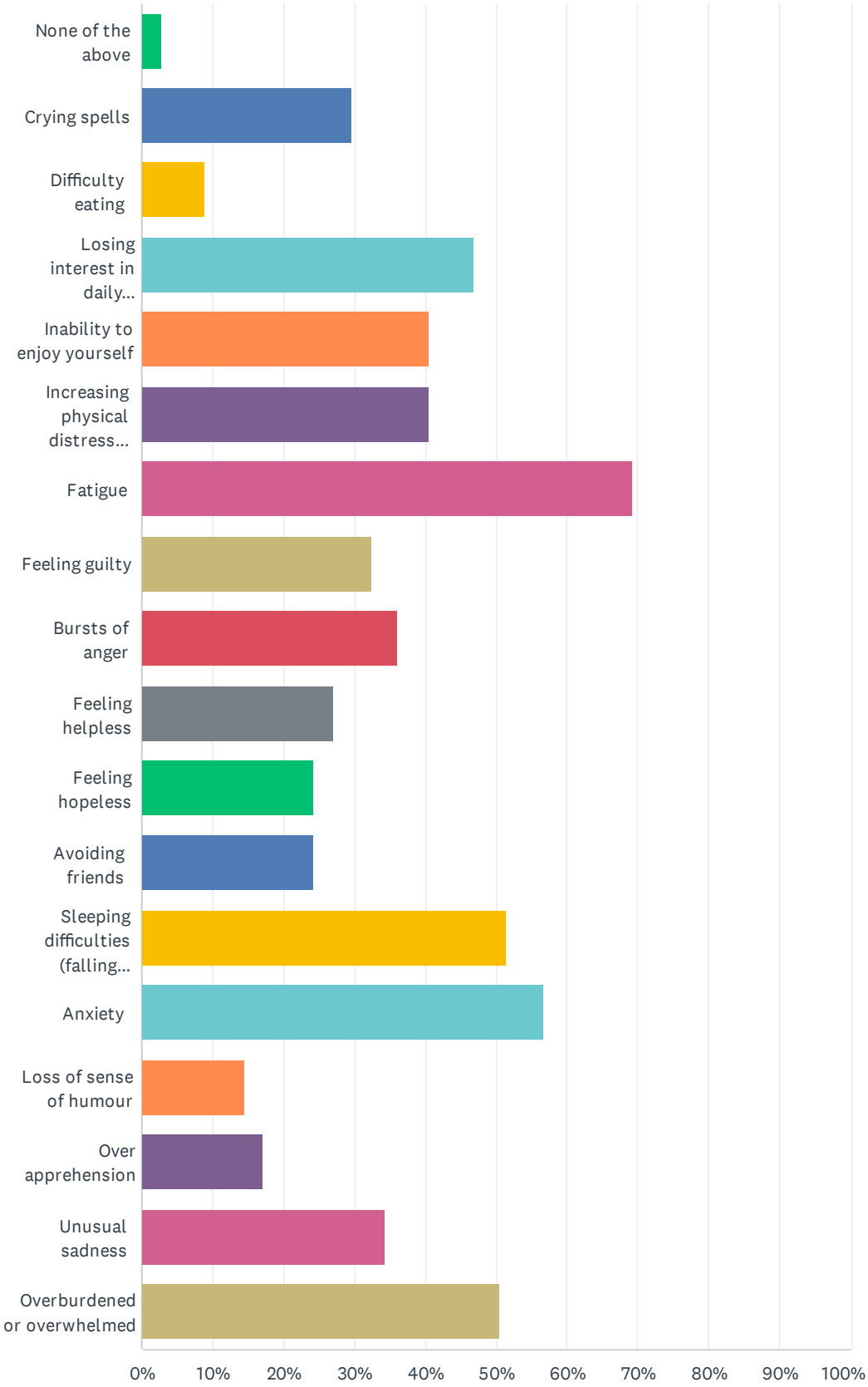

friends,...
Got together with members of your extende...
Attended local community events...
Attended large


public events with large...
Participated to formal or informal...
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Less than ...
Monthly
2-3 times a...
Once a week
2-3 times p...
4-6 times p...
Daily

	LESS THAN MONTHLY	MONTHLY	2-3 TIMES A MONTH	ONCE A WEEK	2-3 TIMES PER WEEK	4-6 TIMES PER WEEK	DAILY	TOTAL	WEIGHTED AVERAGE
Something physically active (walk, garden, dance, jog, swim, etc.)	15.18% 17	11.61% 13	8.04% 9	11.61% 13	35.71% 40	10.71% 12	7.14% 8	112	4.02
Spent time in nature (walk, camp, picnic, etc.)	33.04% 37	16.07% 18	16.96% 19	16.96% 19	8.93% 10	2.68% 3	5.36% 6	112	2.82
Something that required thinking and concentration (reading, painting, studying, playing games, etc.)	10.71% 12	9.82% 11	10.71% 12	20.54% 23	22.32% 25	7.14% 8	18.75% 21	112	4.30
Had contact with other people (talking, phone calls, chat online, etc.)	1.80% 2	2.70% 3	6.31% 7	9.91% 11	18.02% 20	17.12% 19	44.14% 49	111	5.68
Engaged in spiritual activities (attending services, meditating, reflect on meaning of life, etc)	50.45% 56	8.11% 9	10.81% 12	11.71% 13	7.21% 8	5.41% 6	6.31% 7	111	2.59
Got together with group of friends, workmates, neighbours for outing, meals or events	11.71% 13	19.82% 22	15.32% 17	32.43% 36	14.41% 16	6.31% 7	0.00% 0	111	3.37
Got together with members of your extended family for outing or special event	37.84% 42	20.72% 23	18.92% 21	15.32% 17	2.70% 3	2.70% 3	1.80% 2	111	2.40
Attended local community events (festivals, theatre, fairs, community meetings, clean up events, etc.)	45.05% 50	22.52% 25	18.02% 20	8.11% 9	5.41% 6	0.00% 0	0.90% 1	111	2.10
Attended large public events with large crowds (music concerts, sports events, fairs, etc.)	68.18% 75	14.55% 16	8.18% 9	5.45% 6	2.73% 3	0.00% 0	0.91% 1	110	1.64
Participated to formal or informal groups, clubs, organisation?	60.91% 67	16.36% 18	7.27% 8	6.36% 7	7.27% 8	0.91% 1	0.91% 1	110	1.89

Q3 In the last year, which of the following signs of distress did you experience on a personal level (tick and select all the relevant ones):

Answered: 111 Skipped: 1


None of the above
Crying spells
Difficulty eating
Losing interest in daily...
Inability to enjoy yourself
Increasing physical distress...
Fatigue
Feeling guilty
Bursts of anger
Feeling helpless
Feeling hopeless
Avoiding friends
Sleeping difficulties (falling...
Anxiety
Loss of sense of humour
Over apprehension
Unusual sadness
Overburdened or overwhelmed
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%

ANSWER CHOICES	RESPONSES	
None of the above	2.70%	3
Crying spells	29.73%	33
Difficulty eating	9.01%	10
Losing interest in daily activities	46.85%	52
Inability to enjoy yourself	40.54%	45
Increasing physical distress symptoms (headaches or stomach pains)	40.54%	45
Fatigue	69.37%	77
Feeling guilty	32.43%	36
Bursts of anger	36.04%	40
Feeling helpless	27.03%	30
Feeling hopeless	24.32%	27
Avoiding friends	24.32%	27
Sleeping difficulties (falling asleep, waking up earlier, disturbed sleep)	51.35%	57
Anxiety	56.76%	63
Loss of sense of humour	14.41%	16
Over apprehension	17.12%	19
Unusual sadness	34.23%	38
Overburdened or overwhelmed	50.45%	56
Total Respondents: 111		

Q4 Add any personal comment or thought on the matter of personal wellbeing:

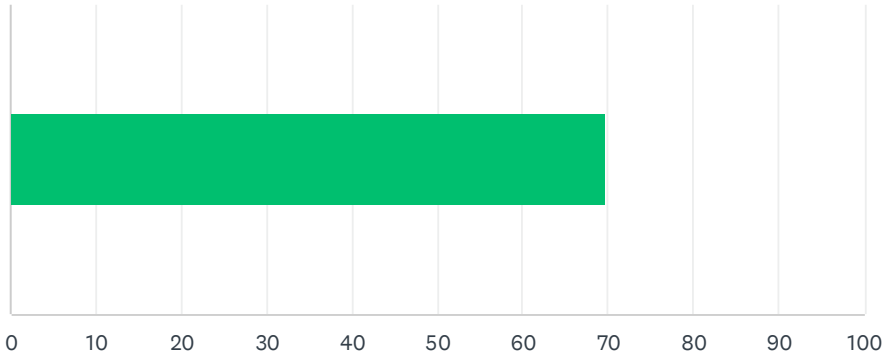
Answered: 32 Skipped: 80

#	RESPONSES	DATE
1	When responsibilities, deadlines and task are a lot, my mood and vibrations tends to go lower.	9/23/2024 5:29 PM
2	I am conscious of the fact that I am young (under 30 yo) and so I have a little experience in the PM and so I'm not autonomous 100% for running my tasks, and I am also conscious of being more emotional than average and having some problems of self-confidence, however I experience an unhealthy work environment with some mobbing attitude from my manager and apathy from my colleague, and all this lowered the quality of my work and pushed me to quit.	9/19/2024 11:18 AM
3	Personal wellbeing, for me, revolves around achieving balance in different aspects of life—emotionally, mentally, and physically. It's about taking time to focus on activities that recharge and nurture the soul, like spending time with loved ones or pursuing personal interests. Wellbeing is also about self-awareness: knowing when to rest, when to push forward, and how to manage stress in a way that promotes long-term happiness and resilience. I believe that small, intentional efforts to care for myself each day—whether through mindfulness, exercise, or just enjoying a quiet moment—are key to maintaining overall wellbeing.	9/18/2024 5:46 PM
4	Thnks	9/11/2024 6:52 PM
5	In relation to personal well-being, it implies the management capacity to avoid fatigue, but the weight of responsibilities is sometimes unavoidable.	8/19/2024 3:44 PM
6	Being in my 30s, as a freelancer and a co-founder of an NPO that tries to secure EU funding, I am aware that I have been devoting too much time to work. I think it comes with the choice of being a freelancer and owning an organisation instead of being an employee and I am more than OK with it. Having in mind that I would like to have children with my wife in the near future, I just hope that my occupation(s) won't interfere with my family as it does now that I have no children.	8/14/2024 10:56 AM
7	/	8/6/2024 4:37 PM
8	we are most part of time always connected and its difficult to disconnect and close the day from work, family responsibilities...	8/5/2024 12:04 PM
9	NA	8/2/2024 3:31 PM
10	It is very easy to carry work-related stress with you all day without realising it. Personally, I am most worried about the future, regarding work and finances, and I only realise that either before I am about to fall asleep or when I wake up in the middle of the night and try to fall asleep again. The worst part is, that when I try to communicate my thoughts with other people it is impossible to have a conversation since in their mind, as long as I have job stability at the moment I shouldn't be stressed. I wish it was that easy.	8/2/2024 1:28 PM
11	I pray every evening, before sleeping.	8/1/2024 6:01 PM
12	First being, and then wellbeing.	8/1/2024 5:49 PM
13	I've always had trouble with my self-confidence and performance anxiety because of a childhood without support. Until my early thirties I self-medicated a lot, but after that I have tried different methods of psychiatric help to move on and it is firstly now in my fifties that I have found something that supports me. Although, I still have a long way to go.	8/1/2024 5:35 PM
14	It was a very difficult year for me from the standpoint of my well-being, what I realized a little bit was that I couldn't do it alone. I'm working on that a lot and it was because of recognizing that it was getting very heavy and asking for help. Fundamental was the support and help from my family, friends, and colleagues. All then supported by the help of a professional with whom I am following a path of therapy	8/1/2024 3:51 PM

15	When I focus on myself, there is an effect. And it drags on.	7/29/2024 11:15 AM
16	N/A	7/26/2024 10:24 PM
17	Often I feel that most of the people I am in contact with are just interested in me because they benefit of my services, knowledge and network as a project consultant, althought they pretend being my friends. This makes me very sad. It might nor be true and just my personal perception, but it is hard for me to know what would have been if I was not in the role of key project position related to funding sources.	7/25/2024 5:30 PM
18	I liked the design of the survey. I think what supports being well is community, working out in some way, feeling useful and not having to spent 40+ hrs being locked in an office. In my opinion this is a combination that is hard to find because that is not what our current society endorses. In Germany there is this political debate, mostly pushed by politicians how people have to work more to safe our wealth as a society. But why should I desire to work more when I see the toll it put on my parents lifes? Sure, we had a lovely house when I grew up and went on 4 holidays or sth. But we dont need as much as companies want us to believe. People fall for hollow needs because it is easier to buy the new iphone than to form a meaningful connection or find out what you are good at and what makes you happy. However, sorry for the essay :D	7/25/2024 12:37 PM
19	n/a	7/25/2024 10:47 AM
20	Keep an inner balance and trust in myself makes me feeling well	7/24/2024 7:37 AM
21	-	7/23/2024 2:20 PM
22	Much of my negativity is down to an injury causing constant pain. I feel this has impacted my usually sunny outlook on life	7/23/2024 12:06 PM
23	NONE	7/23/2024 11:45 AM
24	If you feel good thonk, you receive good solutions	7/23/2024 11:04 AM
25	To me, wellbeing has to do with the experience of being on top of things, of having the necessary resources, of having the sense of control over your life, of knowing what to do at work	7/23/2024 8:23 AM
26	I found difficulties to find a border between work and personal times. To be broad means to be out and that impact very much what you do in your personal and private time	7/22/2024 8:44 AM
27	I find extremely hard to find balance in my life. I love my job but I am constantly worried about not finishing things on time, so I feel I'm always dedication too much time to work, and very little to other things	7/21/2024 12:18 PM
28	IT IS HIGHLY AFFECTED BY THE SECURITY RISK IN LEBANON AND ITS IMPACT ON OUR DAILY LIFE AND WORK	7/18/2024 9:35 AM
29	Lately I’m feeling often Overwhelmed and a sense of incompleteness	7/16/2024 12:52 PM
30	N/A	7/15/2024 1:46 PM
31	Working on isolamention it's not healthy especially when you have to write an application by yourself. It's not even professional, but most of the organisation are looking for projects factory writers. This demotivating me a lot, especially when I have to write an application where I fell in the beneficiary category.	7/15/2024 12:11 PM
32	Na	7/15/2024 10:48 AM

Q5 Overall, how satisfied are you with your job as a project manager for EU-funded projects? (select the degree that expresses your view)

Answered: 103 Skipped: 9



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	70	7,173	103
Total Respondents: 103			

#		DATE
1	86	9/25/2024 9:17 AM
2	60	9/23/2024 5:33 PM
3	70	9/19/2024 12:04 PM
4	70	9/19/2024 11:23 AM
5	30	9/18/2024 5:50 PM
6	100	9/12/2024 7:07 PM
7	60	9/10/2024 12:57 AM
8	100	9/9/2024 11:48 AM
9	68	9/6/2024 2:03 PM
10	70	9/5/2024 2:34 PM
11	90	9/4/2024 4:09 PM
12	60	9/4/2024 12:46 PM
13	66	9/3/2024 8:03 AM
14	80	8/27/2024 12:31 PM
15	100	8/22/2024 7:22 PM
16	80	8/20/2024 6:07 PM
17	75	8/20/2024 3:47 PM
18	84	8/14/2024 11:00 AM
19	50	8/7/2024 2:41 PM

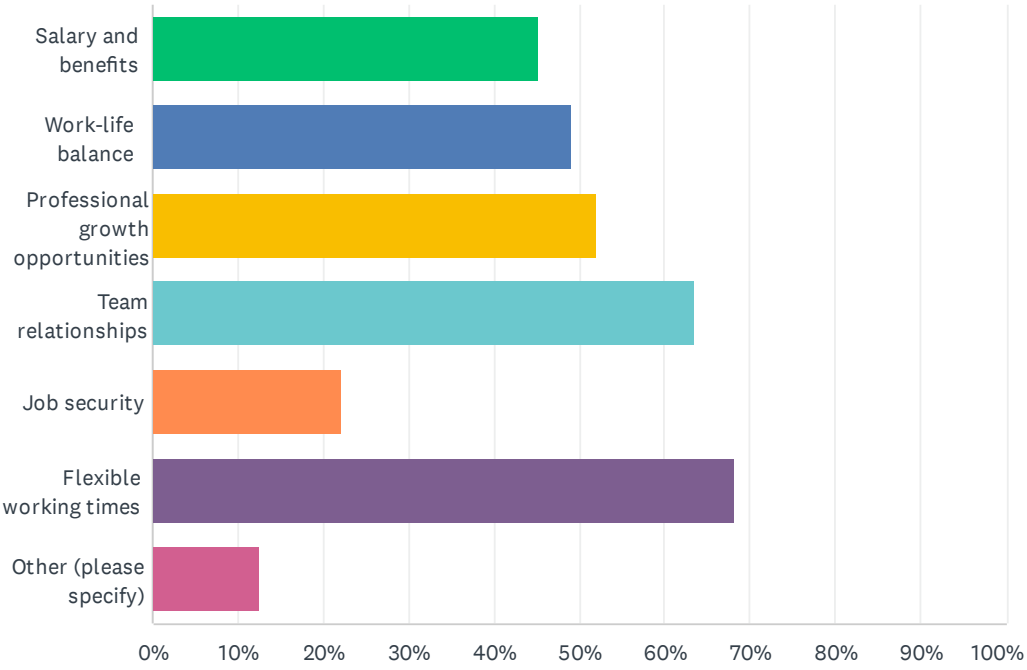
20	72	8/6/2024 4:37 PM
21	0	8/5/2024 6:42 PM
22	65	8/5/2024 12:52 PM
23	64	8/5/2024 12:07 PM
24	34	8/5/2024 11:22 AM
25	30	8/5/2024 10:25 AM
26	60	8/4/2024 2:14 PM
27	25	8/3/2024 11:27 AM
28	70	8/2/2024 4:46 PM
29	87	8/2/2024 3:36 PM
30	85	8/2/2024 1:31 PM
31	79	8/2/2024 8:51 AM
32	100	8/1/2024 7:18 PM
33	99	8/1/2024 6:36 PM
34	90	8/1/2024 6:05 PM
35	40	8/1/2024 5:52 PM
36	75	8/1/2024 5:41 PM
37	65	8/1/2024 4:21 PM
38	61	7/31/2024 6:03 PM
39	75	7/31/2024 9:35 AM
40	60	7/30/2024 1:56 PM
41	84	7/30/2024 9:40 AM
42	54	7/30/2024 8:50 AM
43	73	7/29/2024 5:50 PM
44	85	7/29/2024 11:23 AM
45	54	7/28/2024 9:52 AM
46	100	7/26/2024 10:28 PM
47	100	7/25/2024 5:47 PM
48	49	7/25/2024 2:47 PM
49	50	7/25/2024 2:00 PM
50	95	7/25/2024 1:36 PM
51	42	7/25/2024 12:48 PM
52	60	7/25/2024 11:07 AM
53	75	7/25/2024 10:55 AM
54	80	7/24/2024 11:44 PM
55	59	7/24/2024 7:45 PM
56	75	7/24/2024 12:53 PM
57	95	7/24/2024 10:17 AM

58	91	7/24/2024 7:45 AM
59	80	7/23/2024 6:40 PM
60	84	7/23/2024 6:24 PM
61	80	7/23/2024 6:08 PM
62	50	7/23/2024 3:57 PM
63	45	7/23/2024 2:52 PM
64	70	7/23/2024 2:41 PM
65	80	7/23/2024 2:29 PM
66	22	7/23/2024 2:23 PM
67	70	7/23/2024 1:56 PM
68	69	7/23/2024 1:03 PM
69	85	7/23/2024 1:02 PM
70	41	7/23/2024 12:52 PM
71	85	7/23/2024 12:23 PM
72	40	7/23/2024 12:11 PM
73	85	7/23/2024 11:06 AM
74	80	7/23/2024 11:01 AM
75	70	7/23/2024 10:09 AM
76	70	7/23/2024 8:31 AM
77	70	7/22/2024 7:33 PM
78	75	7/22/2024 5:01 PM
79	76	7/22/2024 4:46 PM
80	85	7/22/2024 4:34 PM
81	90	7/22/2024 2:12 PM
82	82	7/22/2024 12:20 PM
83	80	7/22/2024 8:49 AM
84	91	7/21/2024 12:27 PM
85	70	7/19/2024 2:33 PM
86	75	7/18/2024 7:10 PM
87	54	7/18/2024 1:26 PM
88	80	7/18/2024 9:40 AM
89	80	7/17/2024 11:29 AM
90	50	7/17/2024 12:02 AM
91	70	7/16/2024 3:54 PM
92	70	7/16/2024 3:51 PM
93	75	7/16/2024 12:56 PM
94	80	7/16/2024 9:13 AM
95	71	7/15/2024 6:13 PM

96	50	7/15/2024 1:49 PM
97	83	7/15/2024 12:30 PM
98	51	7/15/2024 12:20 PM
99	50	7/15/2024 11:36 AM
100	80	7/15/2024 11:00 AM
101	73	7/15/2024 11:00 AM
102	20	7/15/2024 10:50 AM
103	80	7/15/2024 10:35 AM

Q6 What factors contribute most to your job satisfaction? (Select all that apply)

Answered: 104 Skipped: 8



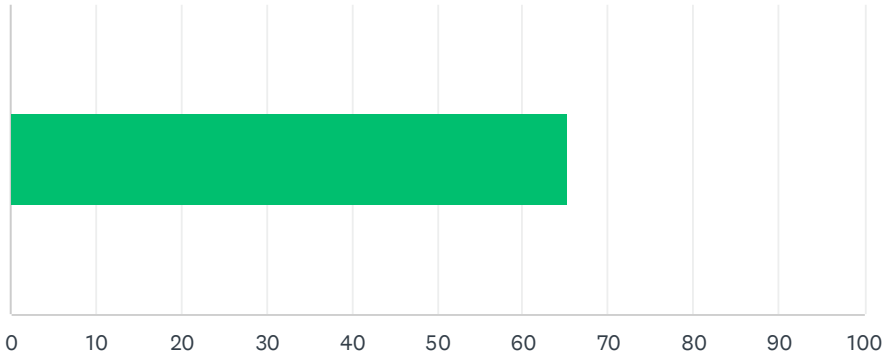
ANSWER CHOICES	RESPONSES	
Salary and benefits	45.19%	47
Work-life balance	49.04%	51
Professional growth opportunities	51.92%	54
Team relationships	63.46%	66
Job security	22.12%	23
Flexible working times	68.27%	71
Other (please specify)	12.50%	13
Total Respondents: 104		

#	OTHER (PLEASE SPECIFY)	DATE
1	Networking on a transnational level; New knowledge and innovation	9/25/2024 9:17 AM
2	General issues tackled such as human rights, active citizenship, life-long learning, etc	9/19/2024 11:23 AM
3	schedule	8/5/2024 12:52 PM
4	Meaningful contribution to society’s challenges	8/1/2024 6:36 PM
5	Networking	7/31/2024 6:03 PM
6	The work-life balance is just because I am a freelancer and owner of my business, if I were an	7/25/2024 5:47 PM

	employee it would have been the opposite. I would add the diversity of topics, the multicultural and international aspects of the projects, and the travels.	
7	Getting to know people from all over europe, their culture and its impact on the projects.	7/25/2024 12:48 PM
8	autonomy, experience	7/24/2024 12:53 PM
9	Confirmation and fulfillment	7/24/2024 10:17 AM
10	.	7/23/2024 3:57 PM
11	Deal with topics that I consider relevant to society	7/23/2024 2:41 PM
12	Competent supportive management	7/23/2024 12:11 PM
13	Being able to work on different projects with different people	7/22/2024 12:20 PM

Q7 How manageable do you find your current workload related to EU-funded projects? (select the degree that expresses your view)

Answered: 103 Skipped: 9



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	65	6,731	103
Total Respondents: 103			

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3	90	9/19/2024 12:04 PM
4	50	9/19/2024 11:23 AM
5	30	9/18/2024 5:50 PM
6	100	9/12/2024 7:07 PM
7	75	9/10/2024 12:57 AM
8	94	9/9/2024 11:48 AM
9	46	9/6/2024 2:03 PM
10	84	9/5/2024 2:34 PM
11	96	9/4/2024 4:09 PM
12	50	9/4/2024 12:46 PM
13	68	9/3/2024 8:03 AM
14	75	8/27/2024 12:31 PM
15	70	8/22/2024 7:22 PM
16	84	8/20/2024 6:07 PM
17	65	8/20/2024 3:47 PM
18	51	8/14/2024 11:00 AM
19	98	8/7/2024 2:41 PM

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21	0	8/5/2024 6:42 PM
22	35	8/5/2024 12:52 PM
23	58	8/5/2024 12:07 PM
24	42	8/5/2024 11:22 AM
25	70	8/5/2024 10:25 AM
26	60	8/4/2024 2:14 PM
27	80	8/3/2024 11:27 AM
28	70	8/2/2024 4:46 PM
29	100	8/2/2024 3:36 PM
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34	80	8/1/2024 6:05 PM
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41	81	7/30/2024 9:40 AM
42	62	7/30/2024 8:50 AM
43	58	7/29/2024 5:50 PM
44	60	7/29/2024 11:23 AM
45	67	7/28/2024 9:52 AM
46	50	7/26/2024 10:28 PM
47	10	7/25/2024 5:47 PM
48	100	7/25/2024 2:47 PM
49	80	7/25/2024 2:00 PM
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51	85	7/25/2024 12:48 PM
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53	60	7/25/2024 10:55 AM
54	70	7/24/2024 11:44 PM
55	37	7/24/2024 7:45 PM
56	70	7/24/2024 12:53 PM
57	80	7/24/2024 10:17 AM

58	90	7/24/2024 7:45 AM
59	52	7/23/2024 6:40 PM
60	70	7/23/2024 6:24 PM
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62	41	7/23/2024 3:57 PM
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67	60	7/23/2024 1:56 PM
68	60	7/23/2024 1:03 PM
69	50	7/23/2024 1:02 PM
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91	50	7/16/2024 3:54 PM
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93	75	7/16/2024 12:56 PM
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95	61	7/15/2024 6:13 PM

96	50	7/15/2024 1:49 PM
97	75	7/15/2024 12:30 PM
98	45	7/15/2024 12:20 PM
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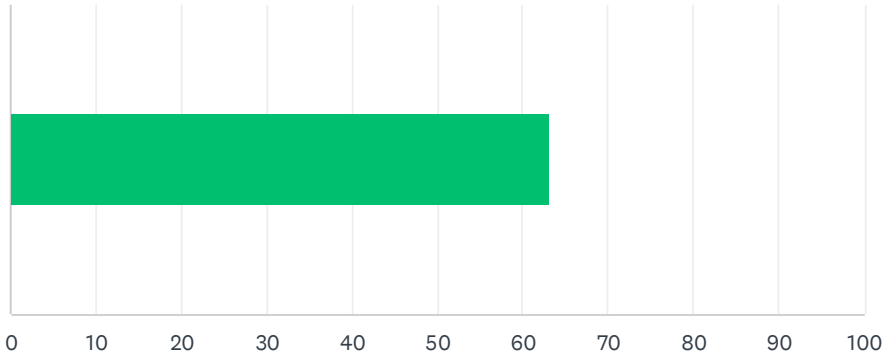
100	85	7/15/2024 11:00 AM
101	82	7/15/2024 11:00 AM
102	50	7/15/2024 10:50 AM
103	95	7/15/2024 10:35 AM

Q8 How would you rate your work-life balance? (select the degree that expresses your view)

Answered: 102 Skipped: 10



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
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Total Respondents: 102			

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8	84	9/9/2024 11:48 AM
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10	71	9/5/2024 2:34 PM
11	85	9/4/2024 4:09 PM
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17	70	8/20/2024 3:47 PM
18	37	8/14/2024 11:00 AM
19	99	8/7/2024 2:41 PM

20	72	8/6/2024 4:37 PM
21	18	8/5/2024 6:42 PM
22	80	8/5/2024 12:52 PM
23	54	8/5/2024 12:07 PM
24	17	8/5/2024 11:22 AM
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50	100	7/25/2024 1:36 PM
51	100	7/25/2024 12:48 PM
52	20	7/25/2024 11:07 AM
53	70	7/25/2024 10:55 AM
54	71	7/24/2024 11:44 PM
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58	93	7/24/2024 7:45 AM
59	74	7/23/2024 6:40 PM
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75	71	7/23/2024 8:31 AM
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94	76	7/15/2024 6:13 PM
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96	40	7/15/2024 12:30 PM
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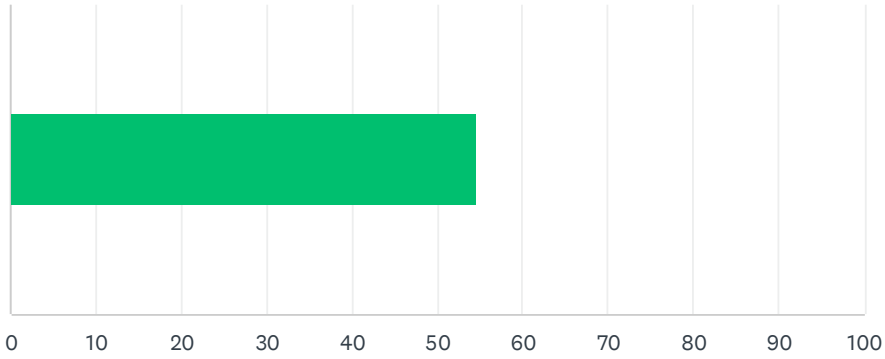
98	40	7/15/2024 11:36 AM
99	75	7/15/2024 11:00 AM
100	75	7/15/2024 11:00 AM
101	31	7/15/2024 10:50 AM
102	80	7/15/2024 10:35 AM

Q9 How would you rate the opportunities for professional development and training specifically for EU-funded project management that were provided to you? (select the degree that expresses your view)

Answered: 102 Skipped: 10



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
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Total Respondents: 102			

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8	38	9/9/2024 11:48 AM
9	5	9/6/2024 2:03 PM
10	42	9/5/2024 2:34 PM
11	50	9/4/2024 4:09 PM
12	30	9/4/2024 12:46 PM
13	63	9/3/2024 8:03 AM
14	9	8/27/2024 12:31 PM
15	90	8/22/2024 7:22 PM
16	84	8/20/2024 6:07 PM
17	65	8/20/2024 3:47 PM
18	81	8/14/2024 11:00 AM

19	22	8/7/2024 2:41 PM
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21	0	8/5/2024 6:42 PM
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23	50	8/5/2024 12:07 PM
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32	99	8/1/2024 7:18 PM
33	84	8/1/2024 6:36 PM
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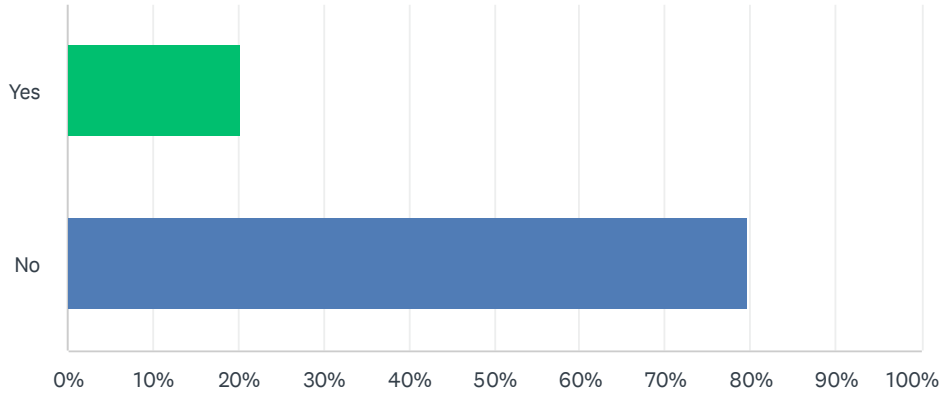
99	70	7/15/2024 11:00 AM
100	58	7/15/2024 11:00 AM
101	0	7/15/2024 10:50 AM
102	85	7/15/2024 10:35 AM

Q10 Did you have recent training and development opportunities to improve your time management skills?

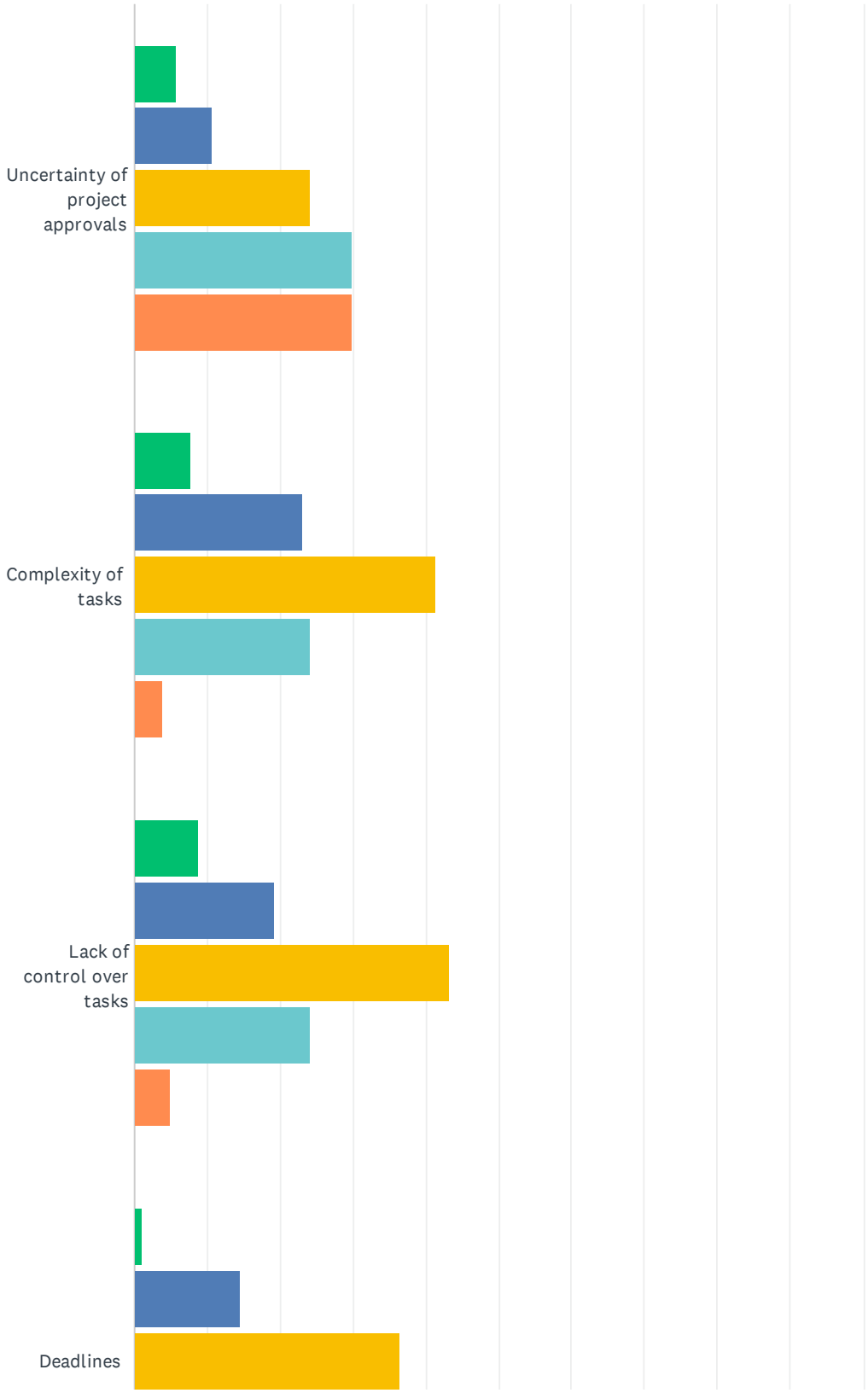
Answered: 104 Skipped: 8

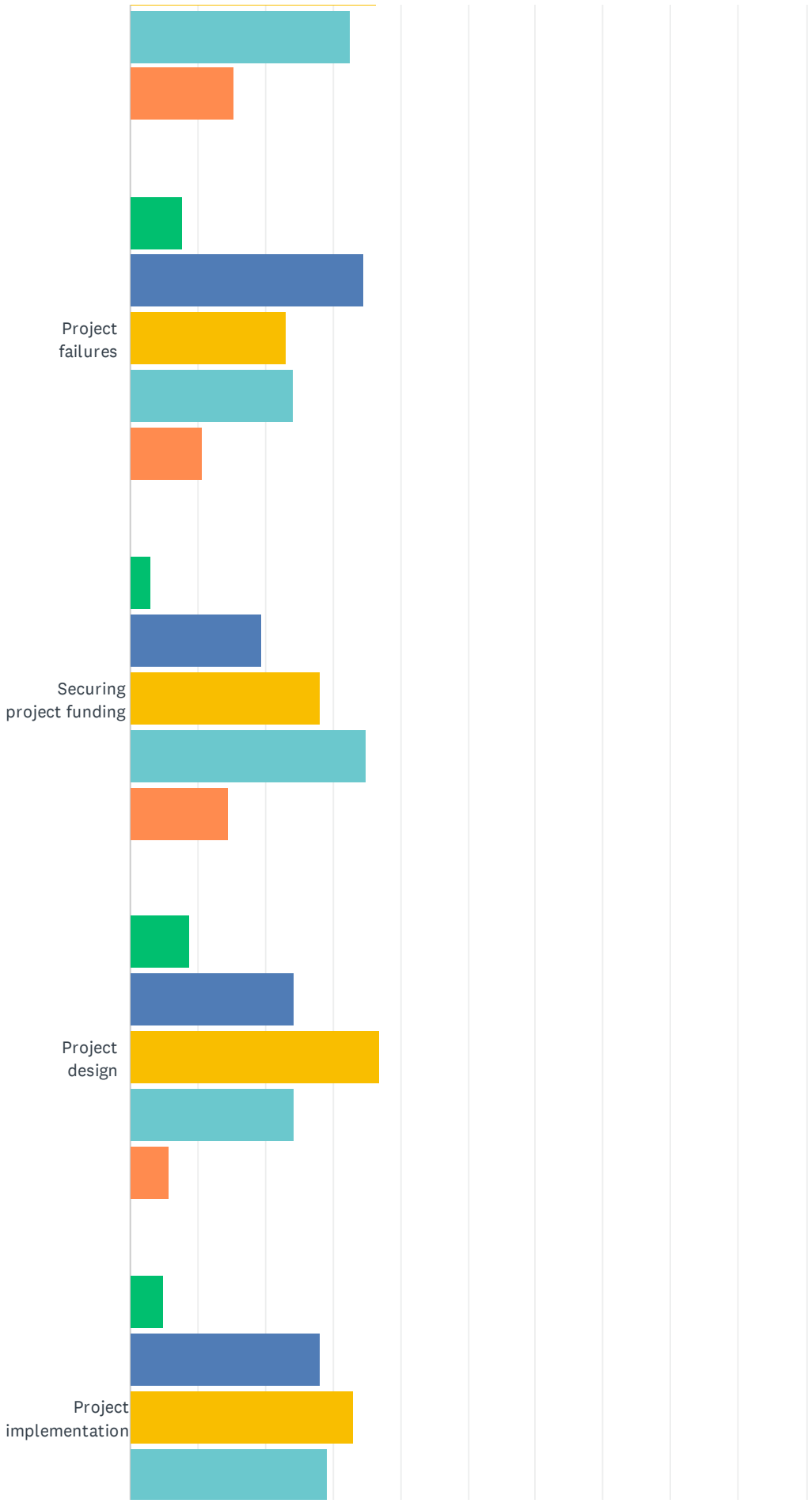


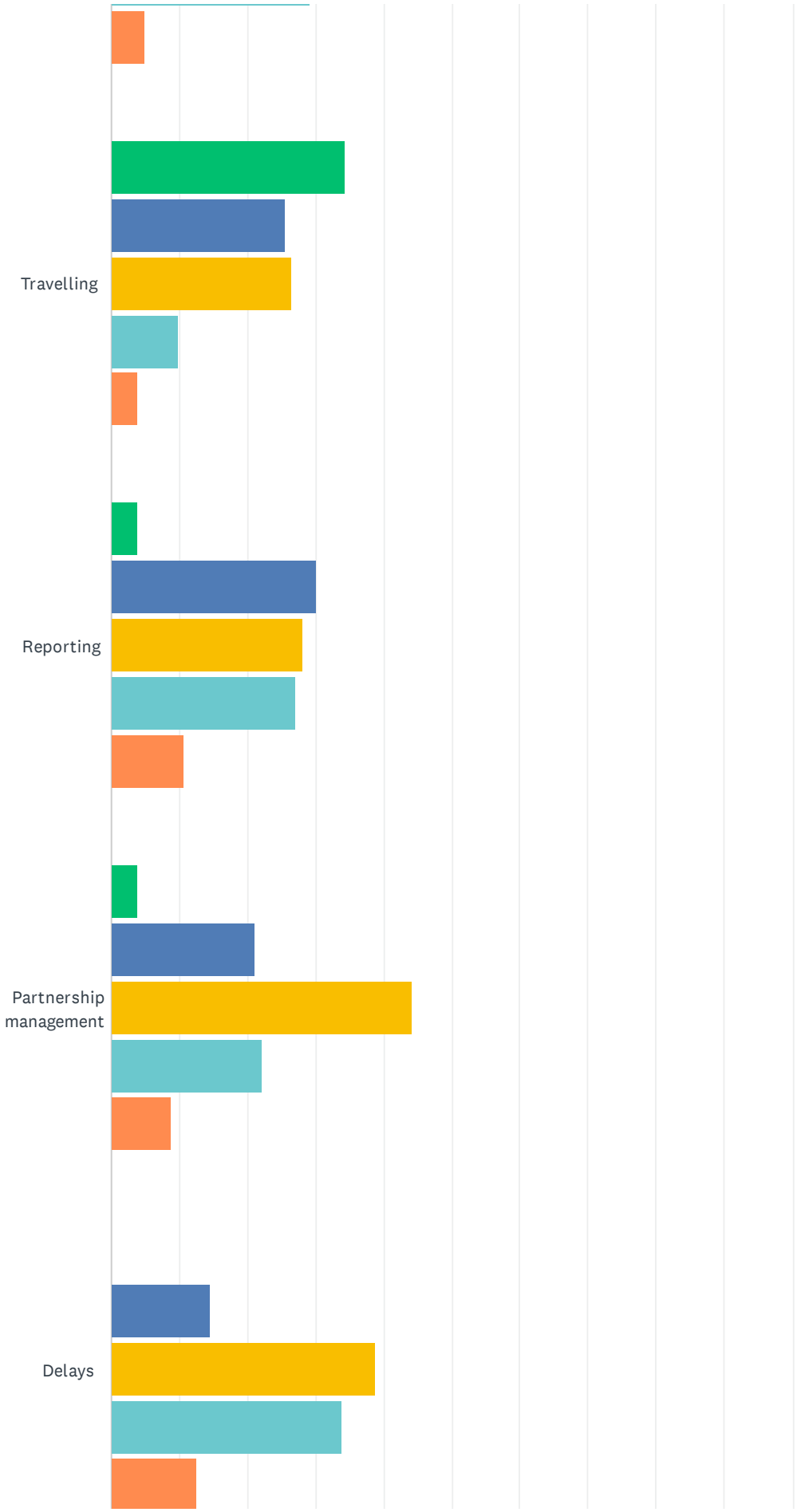
ANSWER CHOICES	RESPONSES	
Yes	20.19%	21
No	79.81%	83
TOTAL		104

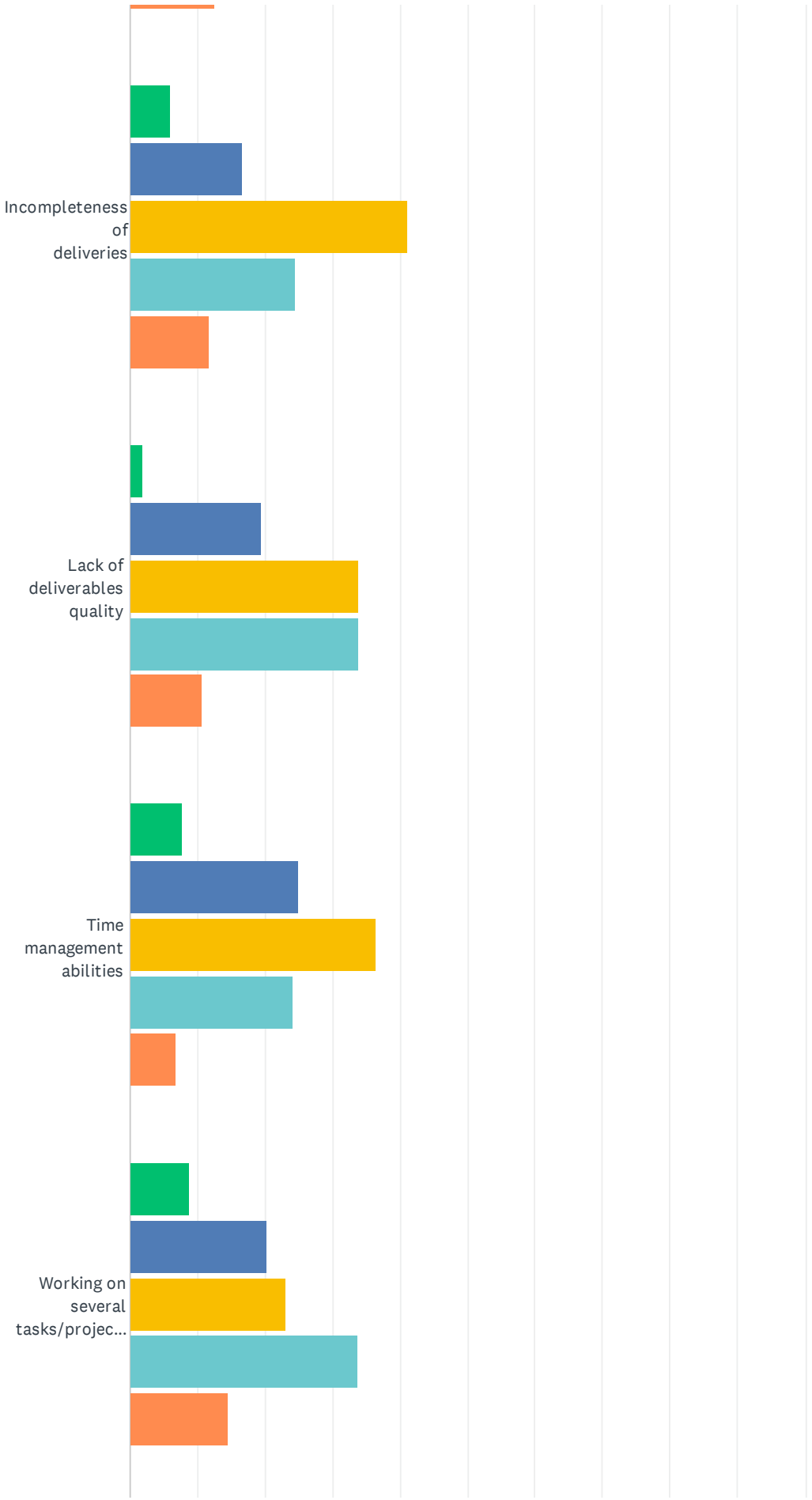
Q11 To what extent the following items contribute to your working stress level (for each item tackle your answer):

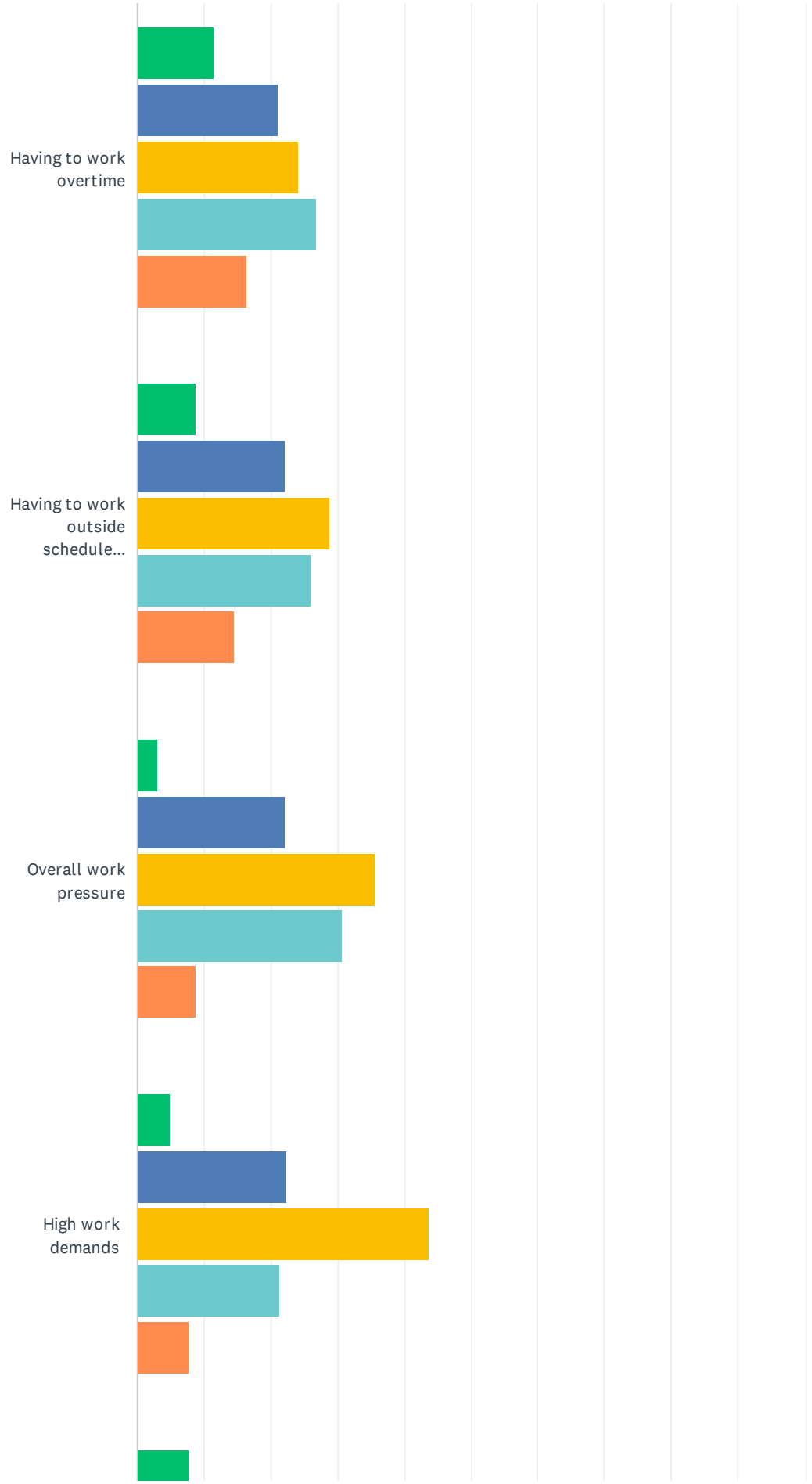
Answered: 104 Skipped: 8

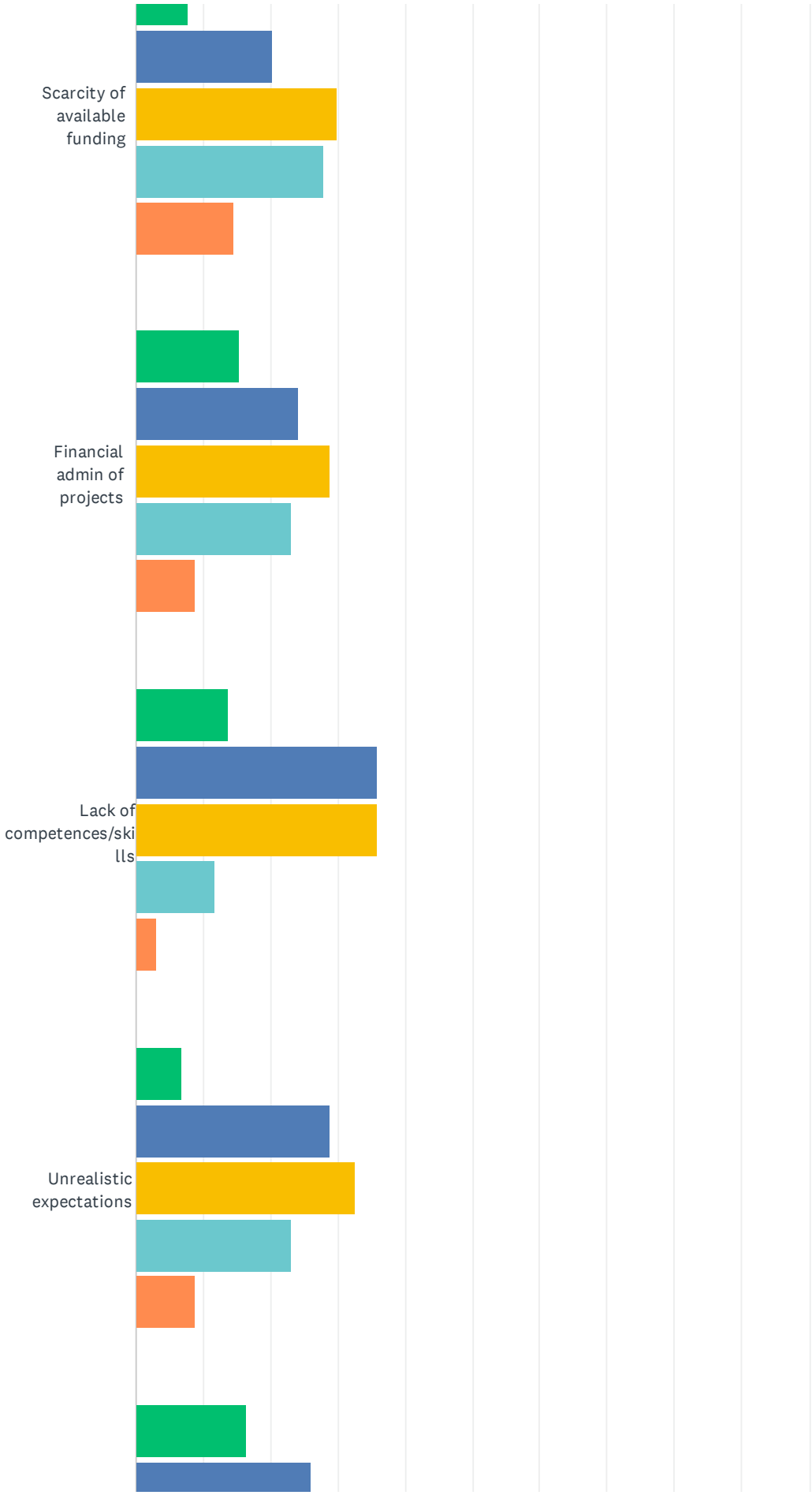


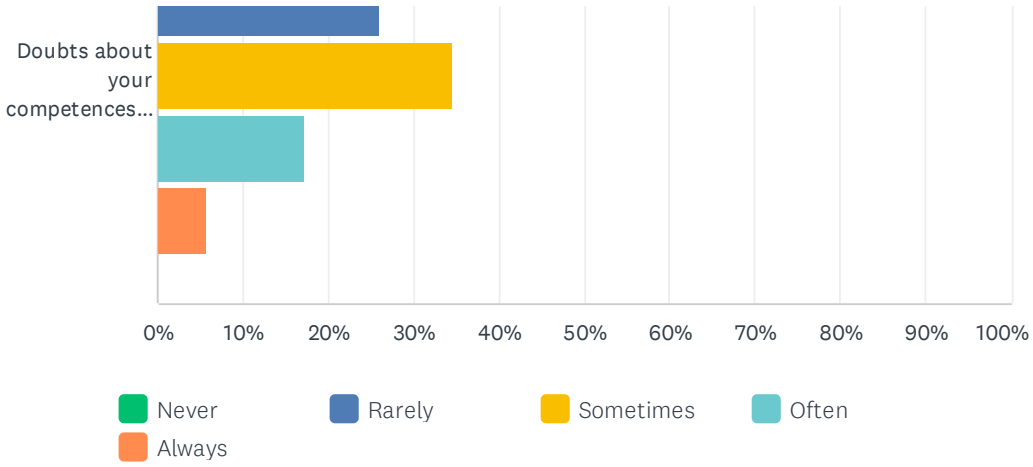

Project failures
Securing project funding
Project design
Project implementation


Travelling
Reporting
Partnership management
Delays


Incompleteness of deliveries
Lack of deliverables quality
Time management abilities
Working on several tasks/projec...


Having to work overtime
Having to work outside schedule...
Overall work pressure
High work demands


Scarcity of available funding
Financial admin of projects
Lack of competences/skills
Unrealistic expectations

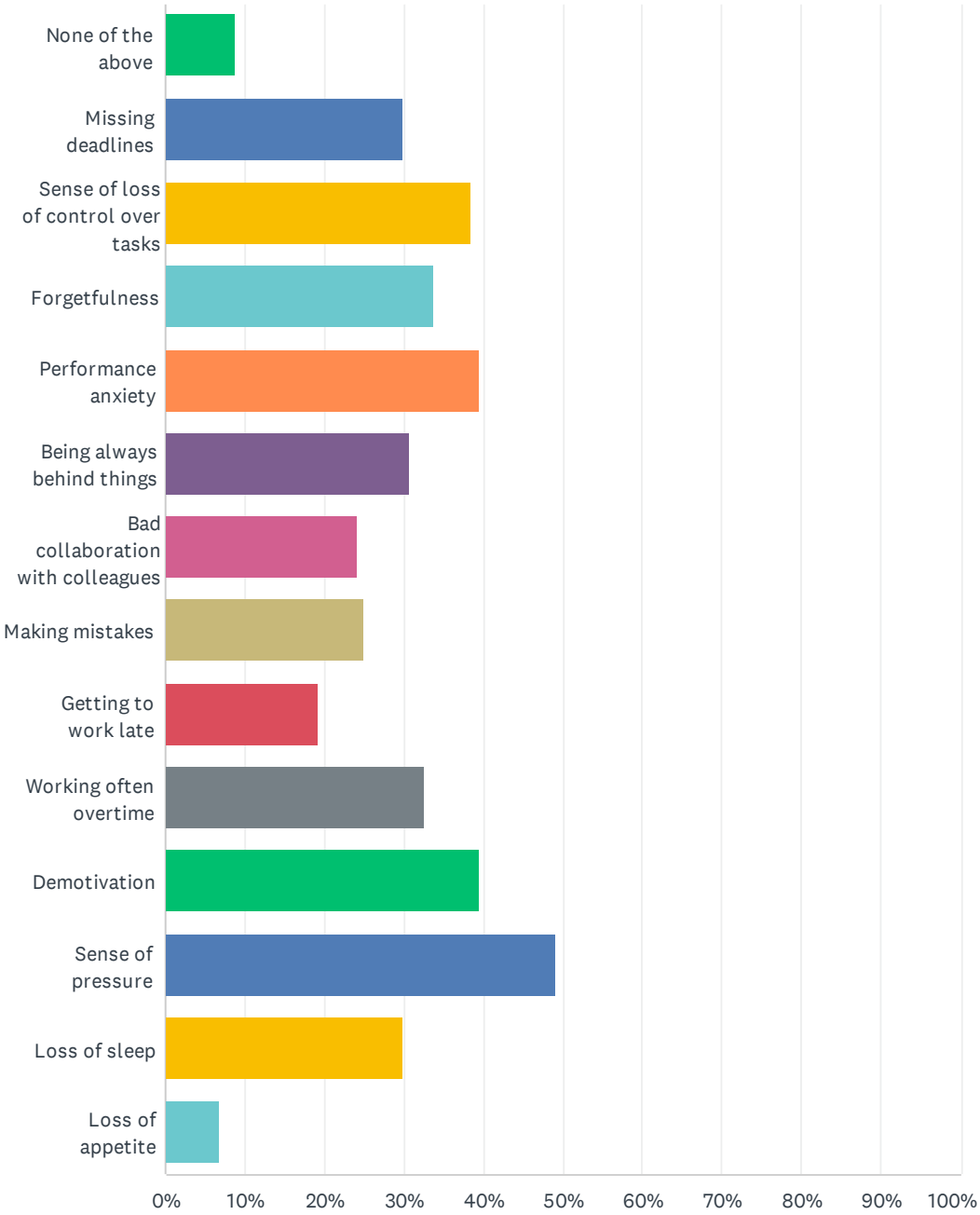

Doubts about your competences...
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Never
Rarely
Sometimes
Often
Always

	NEVER	RARELY	SOMETIMES	OFTEN	ALWAYS	TOTAL	WEIGHTED AVERAGE
Uncertainty of project approvals	5.77% 6	10.58% 11	24.04% 25	29.81% 31	29.81% 31	104	3.67
Complexity of tasks	7.69% 8	23.08% 24	41.35% 43	24.04% 25	3.85% 4	104	2.93
Lack of control over tasks	8.65% 9	19.23% 20	43.27% 45	24.04% 25	4.81% 5	104	2.97
Deadlines	0.96% 1	14.42% 15	36.54% 38	32.69% 34	15.38% 16	104	3.47
Project failures	7.69% 8	34.62% 36	23.08% 24	24.04% 25	10.58% 11	104	2.95
Securing project funding	2.91% 3	19.42% 20	28.16% 29	34.95% 36	14.56% 15	103	3.39
Project design	8.74% 9	24.27% 25	36.89% 38	24.27% 25	5.83% 6	103	2.94
Project implementation	4.85% 5	28.16% 29	33.01% 34	29.13% 30	4.85% 5	103	3.01
Travelling	34.31% 35	25.49% 26	26.47% 27	9.80% 10	3.92% 4	102	2.24
Reporting	3.88% 4	30.10% 31	28.16% 29	27.18% 28	10.68% 11	103	3.11
Partnership management	3.85% 4	21.15% 22	44.23% 46	22.12% 23	8.65% 9	104	3.11
Delays	0.00% 0	14.56% 15	38.83% 40	33.98% 35	12.62% 13	103	3.45
Incompleteness of deliveries	5.88% 6	16.67% 17	41.18% 42	24.51% 25	11.76% 12	102	3.20
Lack of deliverables quality	1.94% 2	19.42% 20	33.98% 35	33.98% 35	10.68% 11	103	3.32
Time management abilities	7.69% 8	25.00% 26	36.54% 38	24.04% 25	6.73% 7	104	2.97
Working on several tasks/projects	8.65% 9	20.19% 21	23.08% 24	33.65% 35	14.42% 15	104	3.25
Having to work overtime	11.54% 12	21.15% 22	24.04% 25	26.92% 28	16.35% 17	104	3.15
Having to work outside schedule times	8.65% 9	22.12% 23	28.85% 30	25.96% 27	14.42% 15	104	3.15
Overall work pressure	2.88% 3	22.12% 23	35.58% 37	30.77% 32	8.65% 9	104	3.20
High work demands	4.85% 5	22.33% 23	43.69% 45	21.36% 22	7.77% 8	103	3.05
Scarcity of available funding	7.69% 8	20.19% 21	29.81% 31	27.88% 29	14.42% 15	104	3.21
Financial admin of projects	15.38% 16	24.04% 25	28.85% 30	23.08% 24	8.65% 9	104	2.86
Lack of competences/skills	13.59% 14	35.92% 37	35.92% 37	11.65% 12	2.91% 3	103	2.54

Unrealistic expectations	6.73% 7	28.85% 30	32.69% 34	23.08% 24	8.65% 9	104	2.98
Doubts about your competences	16.35% 17	25.96% 27	34.62% 36	17.31% 18	5.77% 6	104	2.70

Q12 Which of the following signs of distress did you experience on a professional level in the last months (select all the relevant ones)

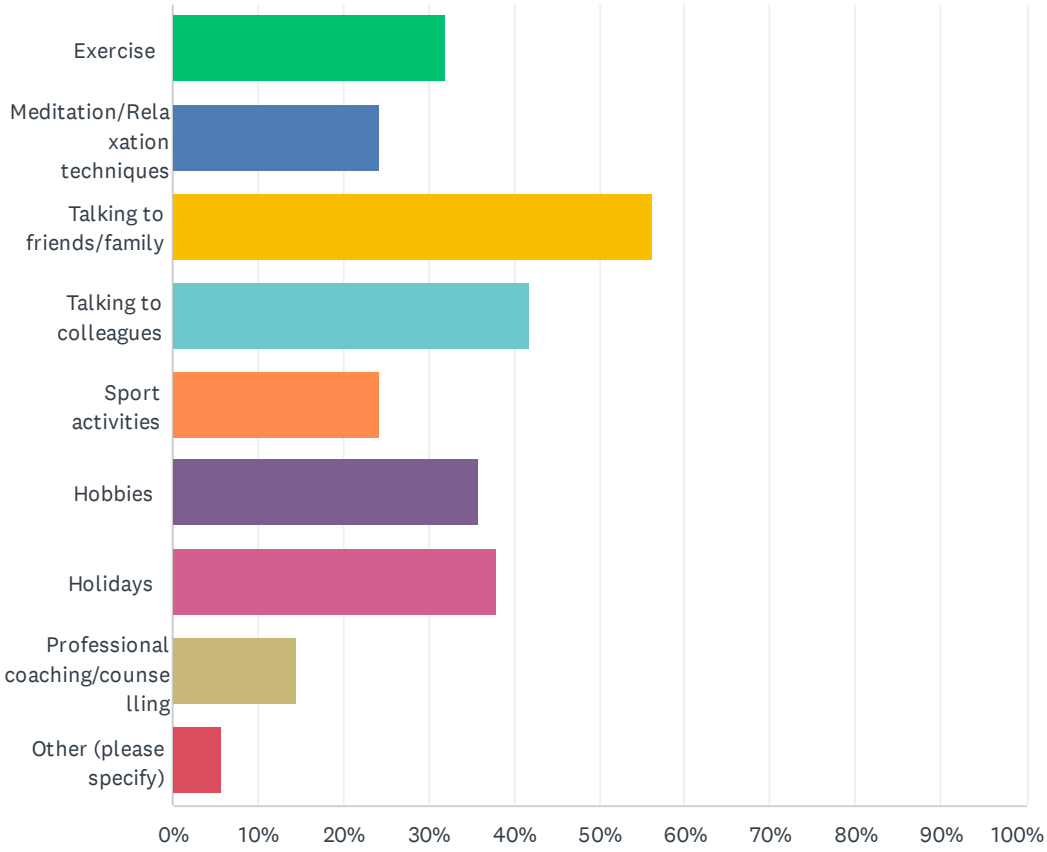
Answered: 104 Skipped: 8



ANSWER CHOICES	RESPONSES	
None of the above	8.65%	9
Missing deadlines	29.81%	31
Sense of loss of control over tasks	38.46%	40
Forgetfulness	33.65%	35
Performance anxiety	39.42%	41
Being always behind things	30.77%	32
Bad collaboration with colleagues	24.04%	25
Making mistakes	25.00%	26
Getting to work late	19.23%	20
Working often overtime	32.69%	34
Demotivation	39.42%	41
Sense of pressure	49.04%	51
Loss of sleep	29.81%	31
Loss of appetite	6.73%	7
Total Respondents: 104		

Q13 How do you typically cope with work-related stress? (Select all that apply to you)

Answered: 103 Skipped: 9



ANSWER CHOICES	RESPONSES	
Exercise	32.04%	33
Meditation/Relaxation techniques	24.27%	25
Talking to friends/family	56.31%	58
Talking to colleagues	41.75%	43
Sport activities	24.27%	25
Hobbies	35.92%	37
Holidays	37.86%	39
Professional coaching/counselling	14.56%	15
Other (please specify)	5.83%	6
Total Respondents: 103		

#	OTHER (PLEASE SPECIFY)	DATE

1	Psychological sessions	9/19/2024 11:23 AM
2	I have no coping mechanisms implemented currently.	7/31/2024 6:03 PM
3	I just stop caring about it. After all my health is more important and no one will die if a deadline is missed.	7/25/2024 5:47 PM
4	sex relationships	7/22/2024 8:49 AM
5	Faith, going to Mass, spending alone-time with God	7/21/2024 12:27 PM
6	PRAYERS	7/18/2024 9:40 AM

Q14 Add any personal comment or thought on the matter of professional wellbeing:

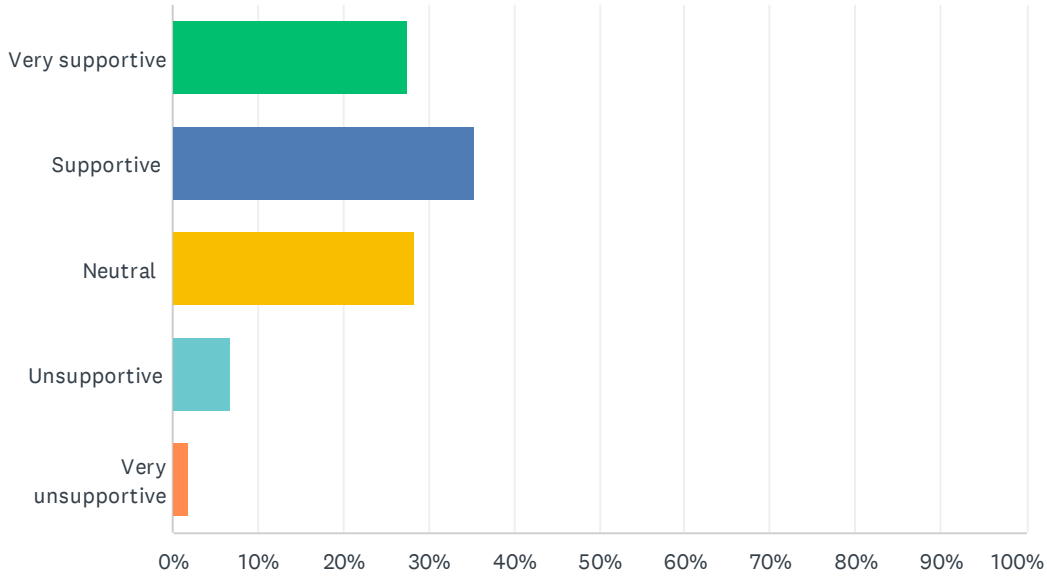
Answered: 23 Skipped: 89

#	RESPONSES	DATE
1	Exchange of experience and sharing problems and fears for advice/ mentor would help	9/23/2024 5:33 PM
2	It's important for me to feel challenged and engaged, but also supported by the environment and the people I work with. Professional wellbeing also involves continuous learning and growth, as I believe that staying adaptable and open to new skills or experiences contributes to long-term career fulfillment. Most importantly, it’s essential to manage stress effectively, set clear boundaries, and ensure that my professional life enhances rather than detracts from my overall quality of life.	9/18/2024 5:50 PM
3	Working overtime for long periods and in combination with tasks not related to EU project management drains your energy and motivation to continue, especially if your extra efforts do not get any recognition - but on the contrary the employer /supervisor expects that you keep accomplishing the same or higher results without thinking of the numerous factors that eventually will affect negatively your wellbeing and your performance.	8/20/2024 6:07 PM
4	/	8/6/2024 4:37 PM
5	Need to balance work with sports	8/5/2024 12:07 PM
6	NA	8/2/2024 3:36 PM
7	Not relevant	8/1/2024 6:05 PM
8	__	8/1/2024 5:52 PM
9	For me the most important thing is to be able to have good communication with my colleagues, from often I feel supported and helped. The big difficulty for me, on the other hand, is being able to create a relationship with partners from other countries, from whom I often feel very distant, and this increases my performance anxiety.	8/1/2024 4:21 PM
10	Facing it and using only the present moment reduces stress.	7/29/2024 11:23 AM
11	N/a	7/26/2024 10:28 PM
12	Again, I think important factor to consider is whether a person is freelancer and/or business owner or an employee. I think it would be totally impossible for me to handle the stress related to the amount of work if I were an employee. At the same time, maybe as an owner I tend to create much higher volume of work for which I care and cannot delegate. I think it is worth to investigate in this way.	7/25/2024 5:47 PM
13	Ok, I didnt get that the last page was only the start of the survey. However, I still think this is really a exciting survey.	7/25/2024 12:48 PM
14	As a project manager, would be nice to devote time to practice relaxation techniques for professional well-being	7/25/2024 10:55 AM
15	time management is important to not feel overwhelmed	7/24/2024 12:53 PM
16	Setting clear objectives and high quality plans contribute to my wellbeing	7/24/2024 7:45 AM
17	To me,professional wellbeing has to do with having both the perception and the actual skills to complete the tasks with ease	7/23/2024 8:31 AM
18	EXTENSIVE DOCUMENTATION AND WORK PAPERS IS TAKING A LOT OF ENERGY AND TIME. WHEREAS THIS TIME AND ENERGY SHOULD BE INVESTED MMORE ON DELIVERABLES AND PROJECT ACTIVITIES' IMPLEMENTATION	7/18/2024 9:40 AM
19	I like to watch certain kind of movies that help me relax when I’m feeling stressed	7/16/2024 12:56 PM

20	N/A	7/15/2024 1:49 PM
21	Often it's not taken into consideration neither by the professional or organisation who engage us. Unfortunately, often the EU project writer is seeing as an someone who helps them to get the funding to cover their salaries, but with no respect and formal recognition for the job we performed. This causes a lot of stress and anxiety as many organisations are asking us to work for free or under their instructions which are not in line with the call for proposals.	7/15/2024 12:20 PM
22	The low engagement and and poor professionalism of many organizations accessing EU funding results in challenging cooperation and low impact of projects. As a result our work is either stressful and/or demotivating	7/15/2024 11:00 AM
23	Na	7/15/2024 10:50 AM

Q15 How supportive do you find your workplace/organisation in your tasks as an EU project manager? (select one)

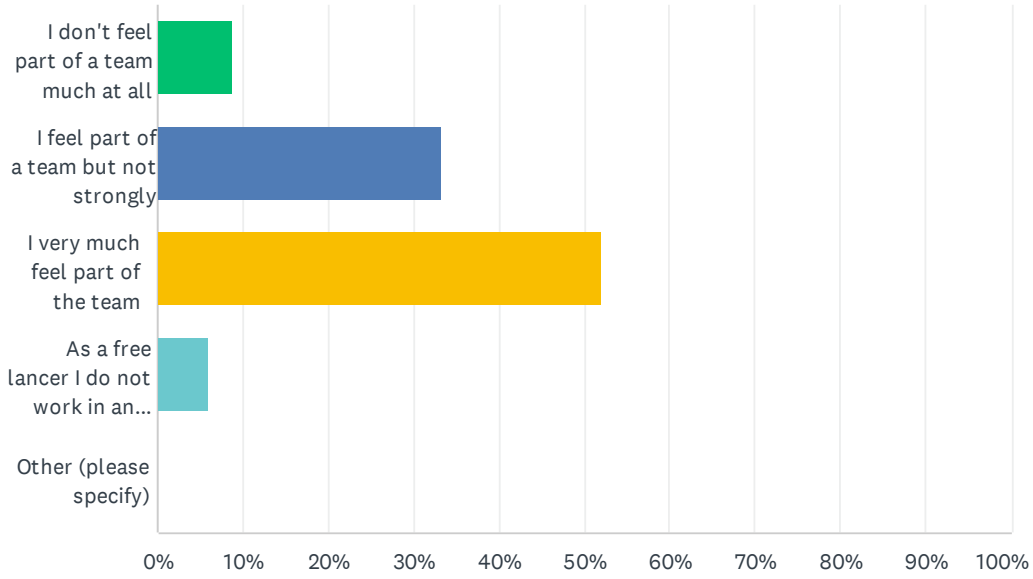
Answered: 102 Skipped: 10



ANSWER CHOICES	RESPONSES	
Very supportive	27.45%	28
Supportive	35.29%	36
Neutral	28.43%	29
Unsupportive	6.86%	7
Very unsupportive	1.96%	2
TOTAL		102

Q16 If you work in an organisational context, how much do you feel part of a close-knit team? (select one)

Answered: 102 Skipped: 10

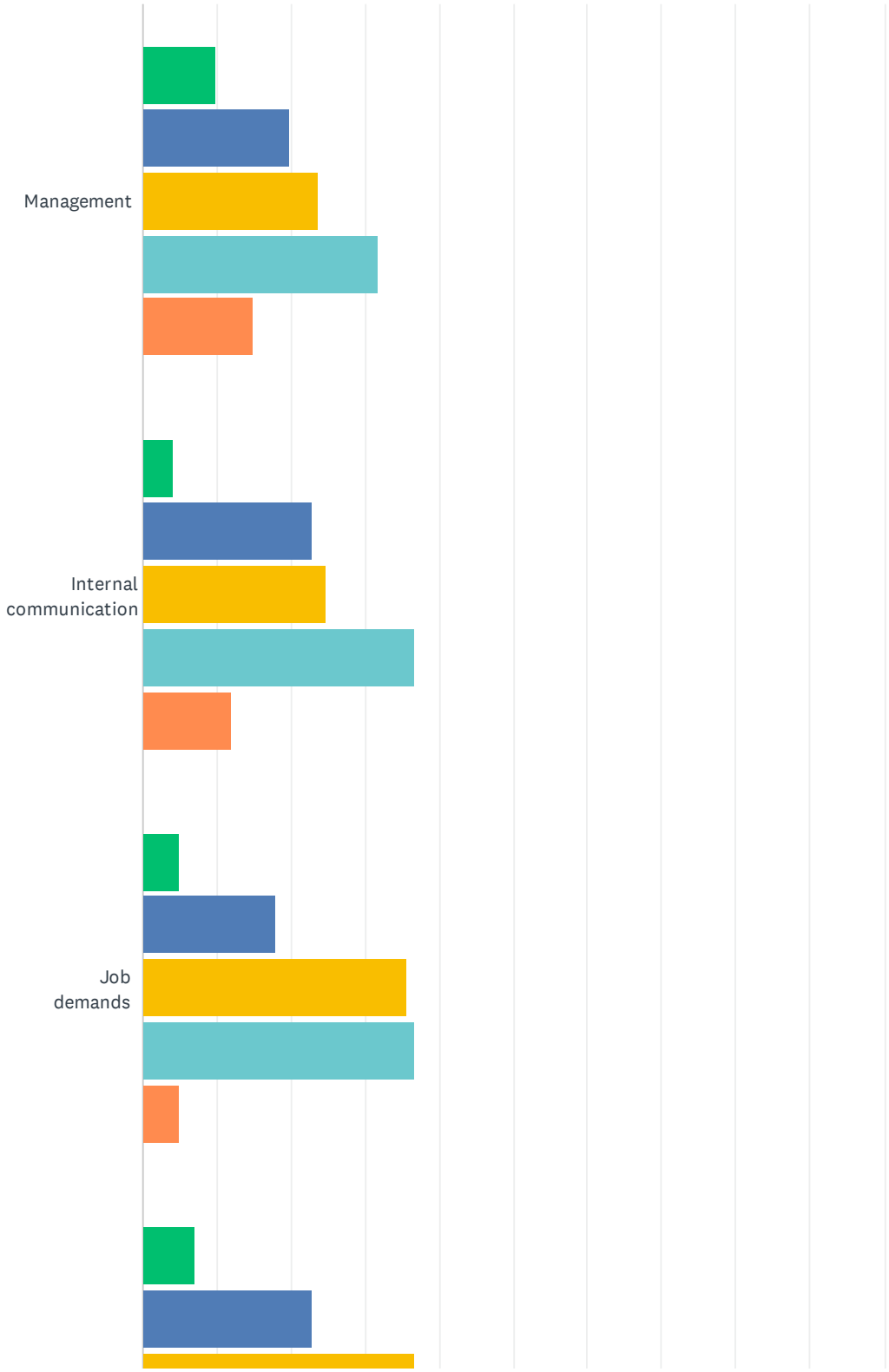


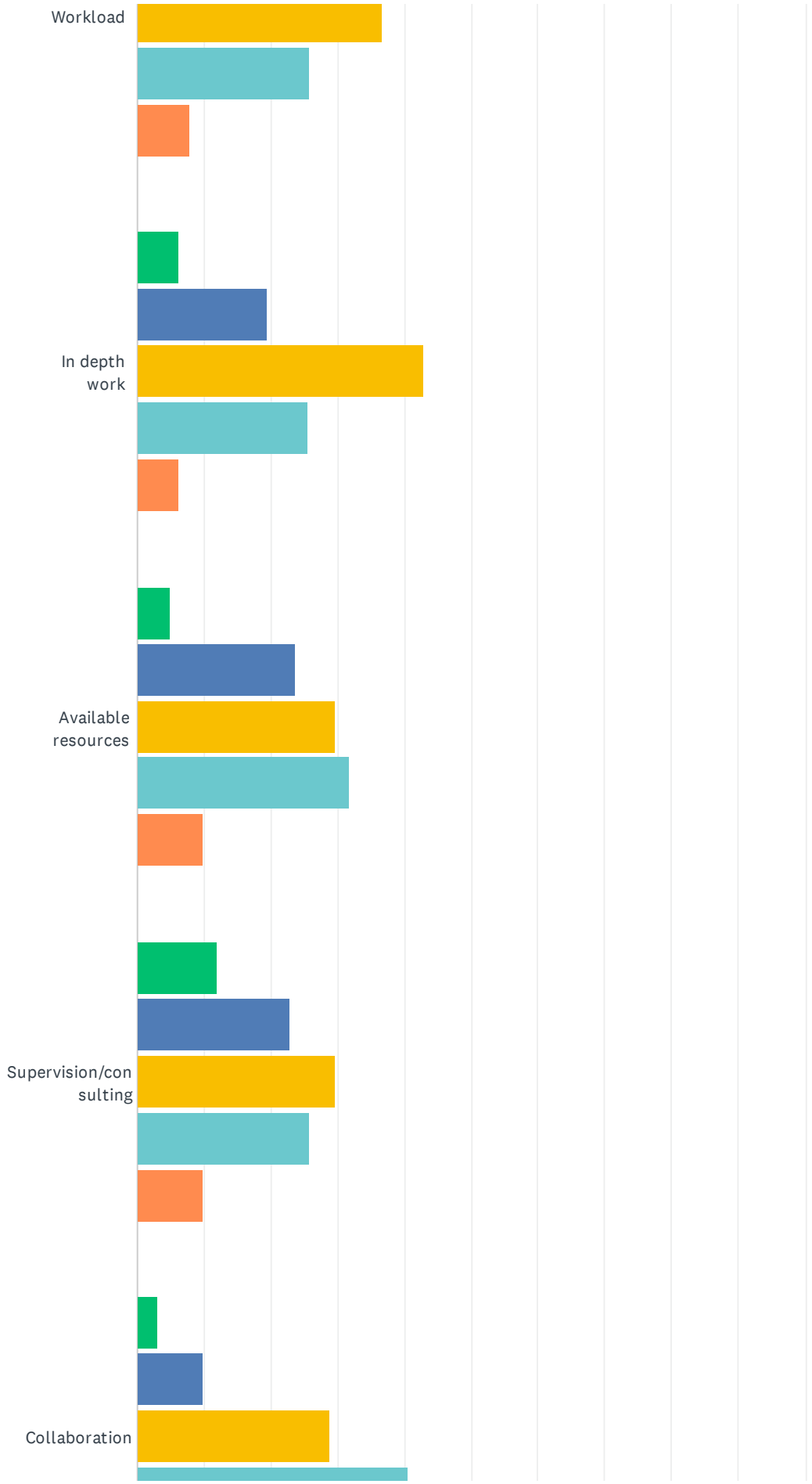
ANSWER CHOICES	RESPONSES	
I don't feel part of a team much at all	8.82%	9
I feel part of a team but not strongly	33.33%	34
I very much feel part of the team	51.96%	53
As a free lancer I do not work in an organisation	5.88%	6
Other (please specify)	0.00%	0
TOTAL		102

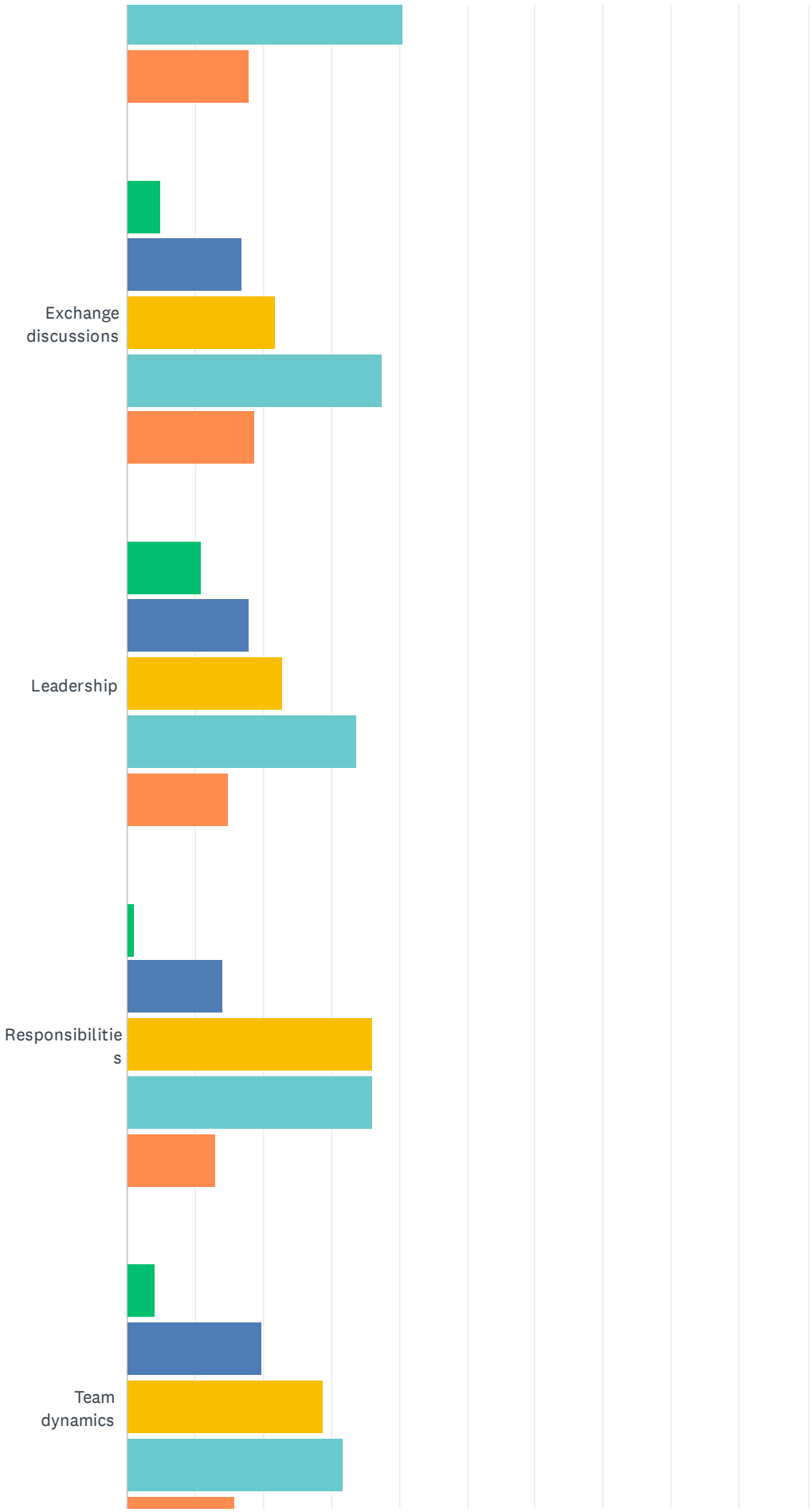
#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

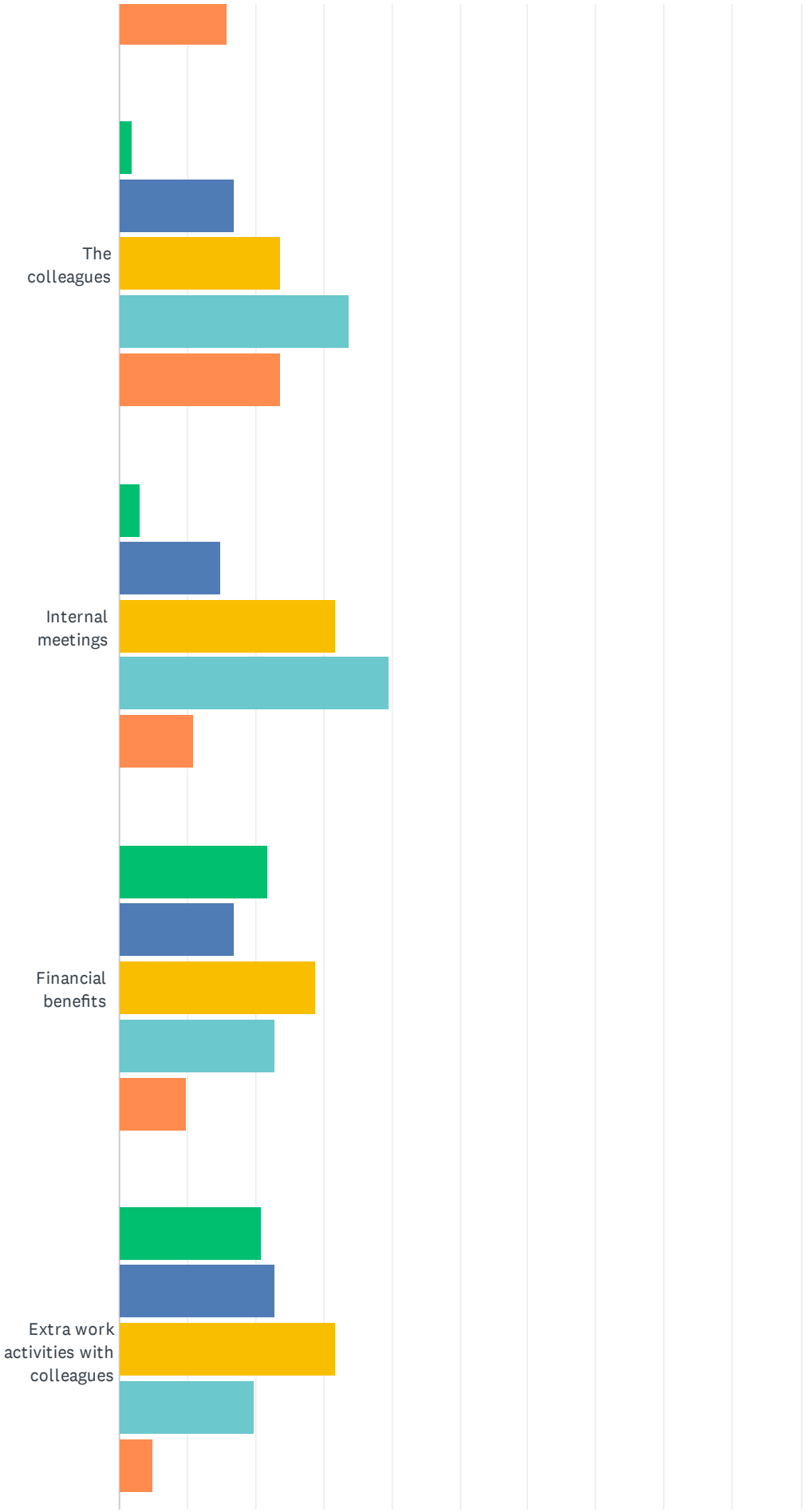
Q17 To what extent the following elements of your company's working environment properly support your wellbeing as project manager (for each item tackle your answer):

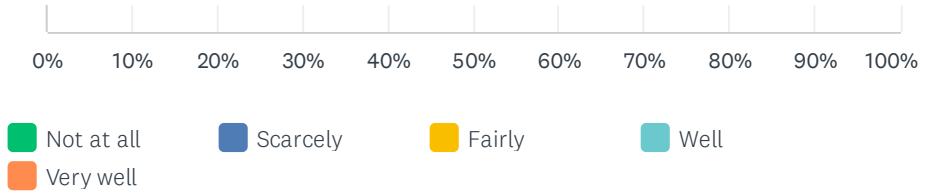
Answered: 101 Skipped: 11




Workload
In depth work
Available resources
Supervision/consulting
Collaboration


Exchange discussions
Leadership
Responsibilities
Team dynamics


The colleagues
Internal meetings
Financial benefits
Extra work activities with colleagues



	NOT AT ALL	SCARCELY	FAIRLY	WELL	VERY WELL	TOTAL	WEIGHTED AVERAGE
Management	9.90% 10	19.80% 20	23.76% 24	31.68% 32	14.85% 15	101	3.22
Internal communication	3.96% 4	22.77% 23	24.75% 25	36.63% 37	11.88% 12	101	3.30
Job demands	4.95% 5	17.82% 18	35.64% 36	36.63% 37	4.95% 5	101	3.19
Workload	6.93% 7	22.77% 23	36.63% 37	25.74% 26	7.92% 8	101	3.05
In depth work	6.12% 6	19.39% 19	42.86% 42	25.51% 25	6.12% 6	98	3.06
Available resources	4.95% 5	23.76% 24	29.70% 30	31.68% 32	9.90% 10	101	3.18
Supervision/consulting	11.88% 12	22.77% 23	29.70% 30	25.74% 26	9.90% 10	101	2.99
Collaboration	2.97% 3	9.90% 10	28.71% 29	40.59% 41	17.82% 18	101	3.60
Exchange discussions	4.95% 5	16.83% 17	21.78% 22	37.62% 38	18.81% 19	101	3.49
Leadership	10.89% 11	17.82% 18	22.77% 23	33.66% 34	14.85% 15	101	3.24
Responsibilities	1.00% 1	14.00% 14	36.00% 36	36.00% 36	13.00% 13	100	3.46
Team dynamics	3.96% 4	19.80% 20	28.71% 29	31.68% 32	15.84% 16	101	3.36
The colleagues	1.98% 2	16.83% 17	23.76% 24	33.66% 34	23.76% 24	101	3.60
Internal meetings	2.97% 3	14.85% 15	31.68% 32	39.60% 40	10.89% 11	101	3.41
Financial benefits	21.78% 22	16.83% 17	28.71% 29	22.77% 23	9.90% 10	101	2.82
Extra work activities with colleagues	20.79% 21	22.77% 23	31.68% 32	19.80% 20	4.95% 5	101	2.65

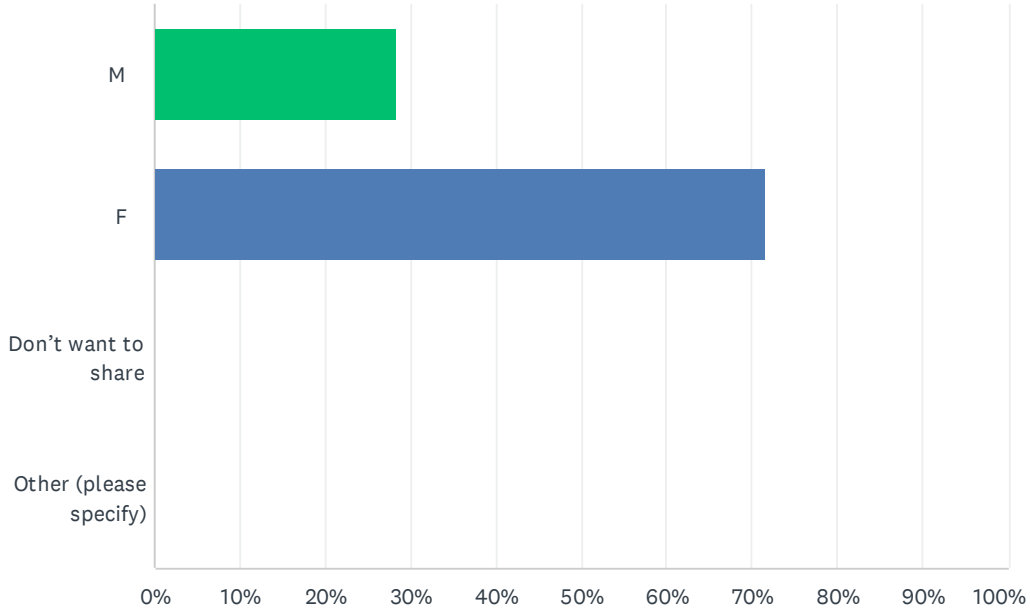
Q18 Add any personal comment or thought on the matter of corporate wellbeing:

Answered: 19 Skipped: 93

#	RESPONSES	DATE
1	I manage the organizations, so maybe sometimes it is mine fault to do not support properly my collaborators as they deserve	9/23/2024 5:35 PM
2	At the corporate level, we can say that the work and communicative environment is positive.	8/19/2024 5:15 PM
3	/	8/6/2024 4:37 PM
4	-	8/5/2024 12:08 PM
5	NA	8/2/2024 3:37 PM
6	No	8/1/2024 6:06 PM
7	--	8/1/2024 5:54 PM
8	It is important. I see improvements here.	7/29/2024 11:25 AM
9	N/a	7/26/2024 10:29 PM
10	I manage a small 3 people organisation, so it is hard to evaluate the elements above.	7/25/2024 5:49 PM
11	it would be nice to have regular team-building activities	7/25/2024 10:57 AM
12	People first	7/24/2024 7:47 AM
13	Communication, management, and climate among the colleagues are of paramount importance	7/23/2024 8:36 AM
14	feeling part of a team, a true collaborative team is a gift. Working remote made it difficult for some time, it was hard to questions, etc. But I now feel fully supported. With an massive overwork load that keeps me extremely nervous all the time, but supported by a great team	7/21/2024 12:33 PM
15	LEADING BY EXAMPLE AND ADAPTIVE MANAGEMENT LEAD TO THE ORGANIZATIONAL WELL BEING	7/18/2024 9:43 AM
16	No comment	7/16/2024 1:00 PM
17	N/A	7/15/2024 1:51 PM
18	I run the company so this last set of questions are probably to be asked to the other colleagues	7/15/2024 11:03 AM
19	Na	7/15/2024 10:52 AM

Q19 Your gender:

Answered: 102 Skipped: 10

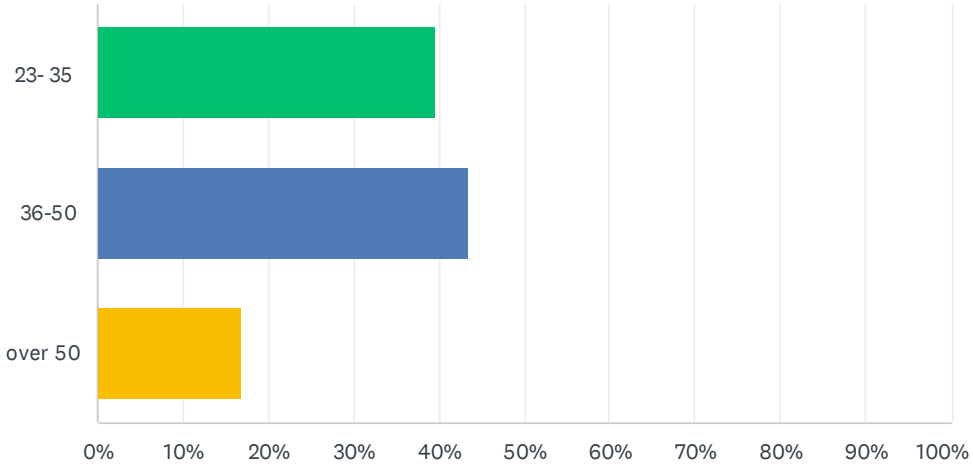


ANSWER CHOICES	RESPONSES	
M	28.43%	29
F	71.57%	73
Don’t want to share	0.00%	0
Other (please specify)	0.00%	0
TOTAL		102

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q20 Your age:

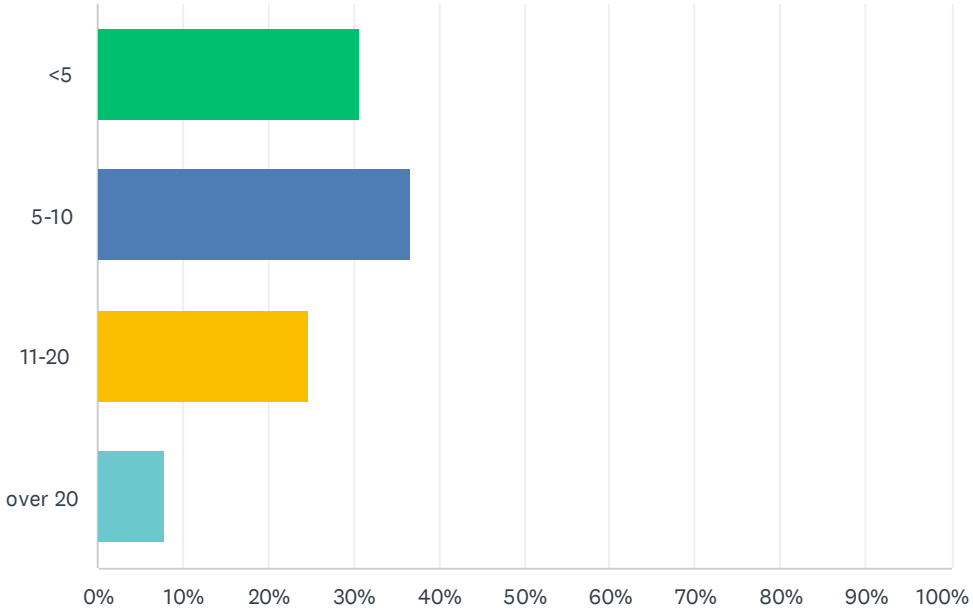
Answered: 101 Skipped: 11



ANSWER CHOICES	RESPONSES	
23- 35	39.60%	40
36-50	43.56%	44
over 50	16.83%	17
TOTAL		101

Q21 Years in the PM profession:

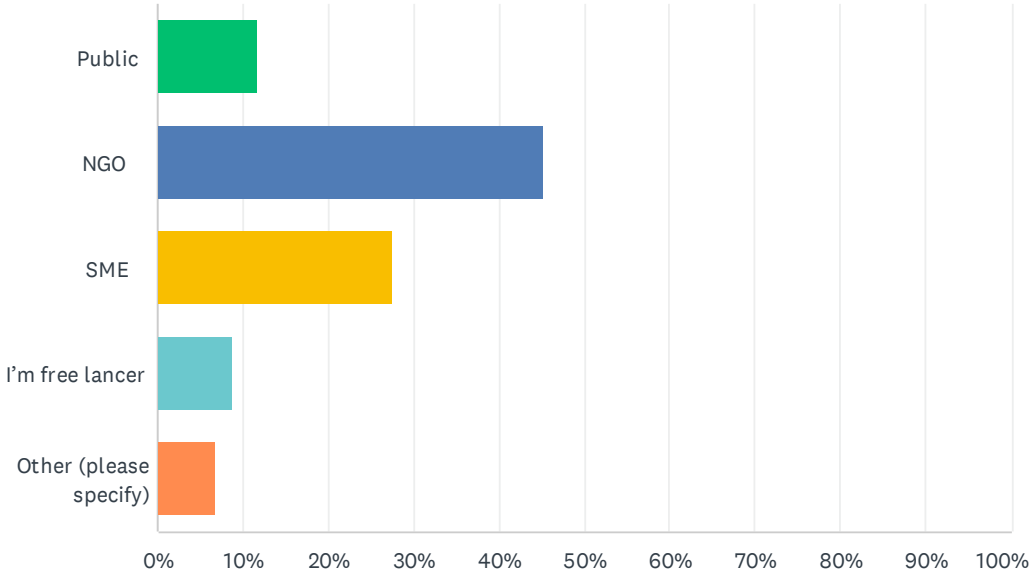
Answered: 101 Skipped: 11



ANSWER CHOICES	RESPONSES	
<5	30.69%	31
5-10	36.63%	37
11-20	24.75%	25
over 20	7.92%	8
TOTAL		101

Q22 Profile of the organisation you are working for:

Answered: 102 Skipped: 10

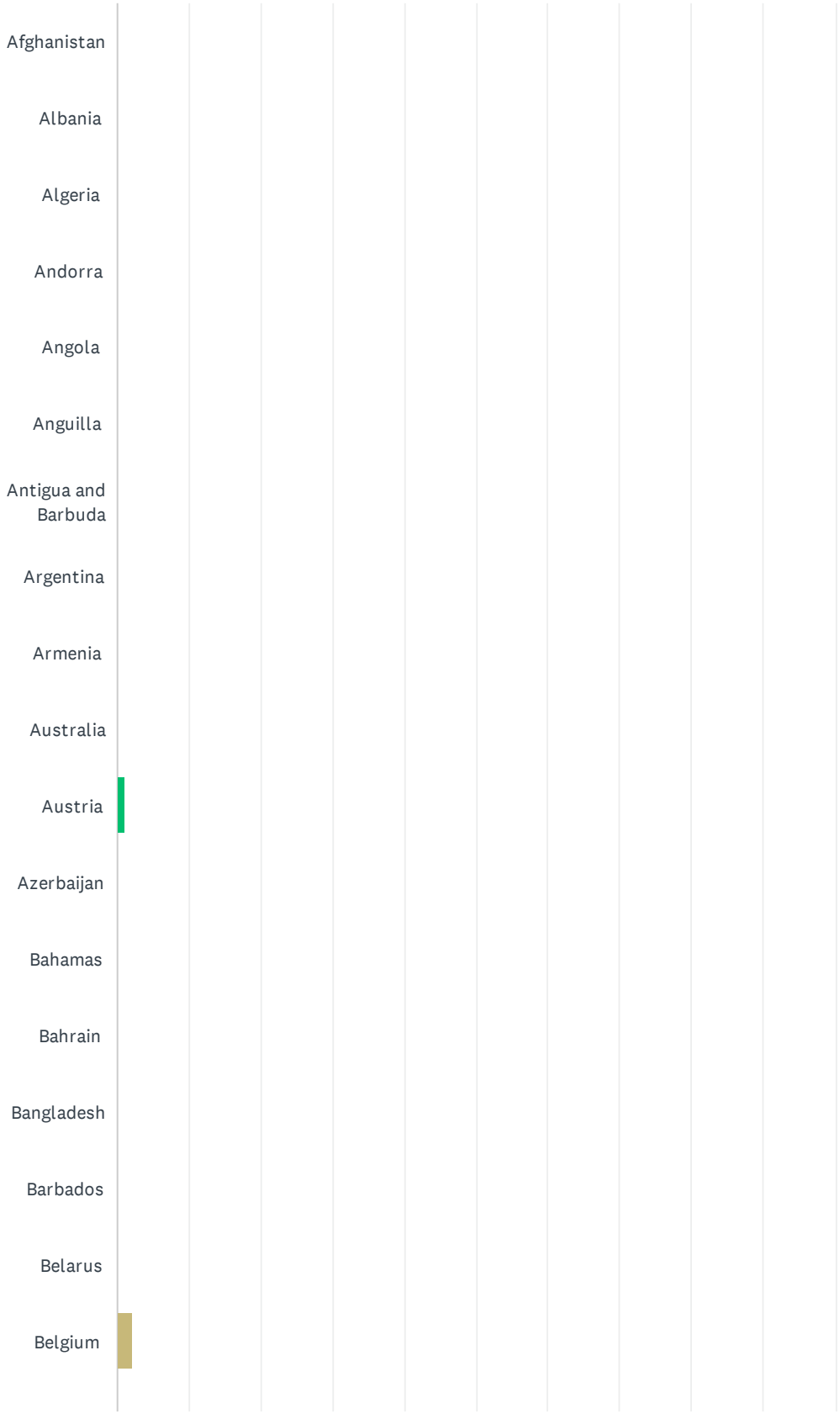


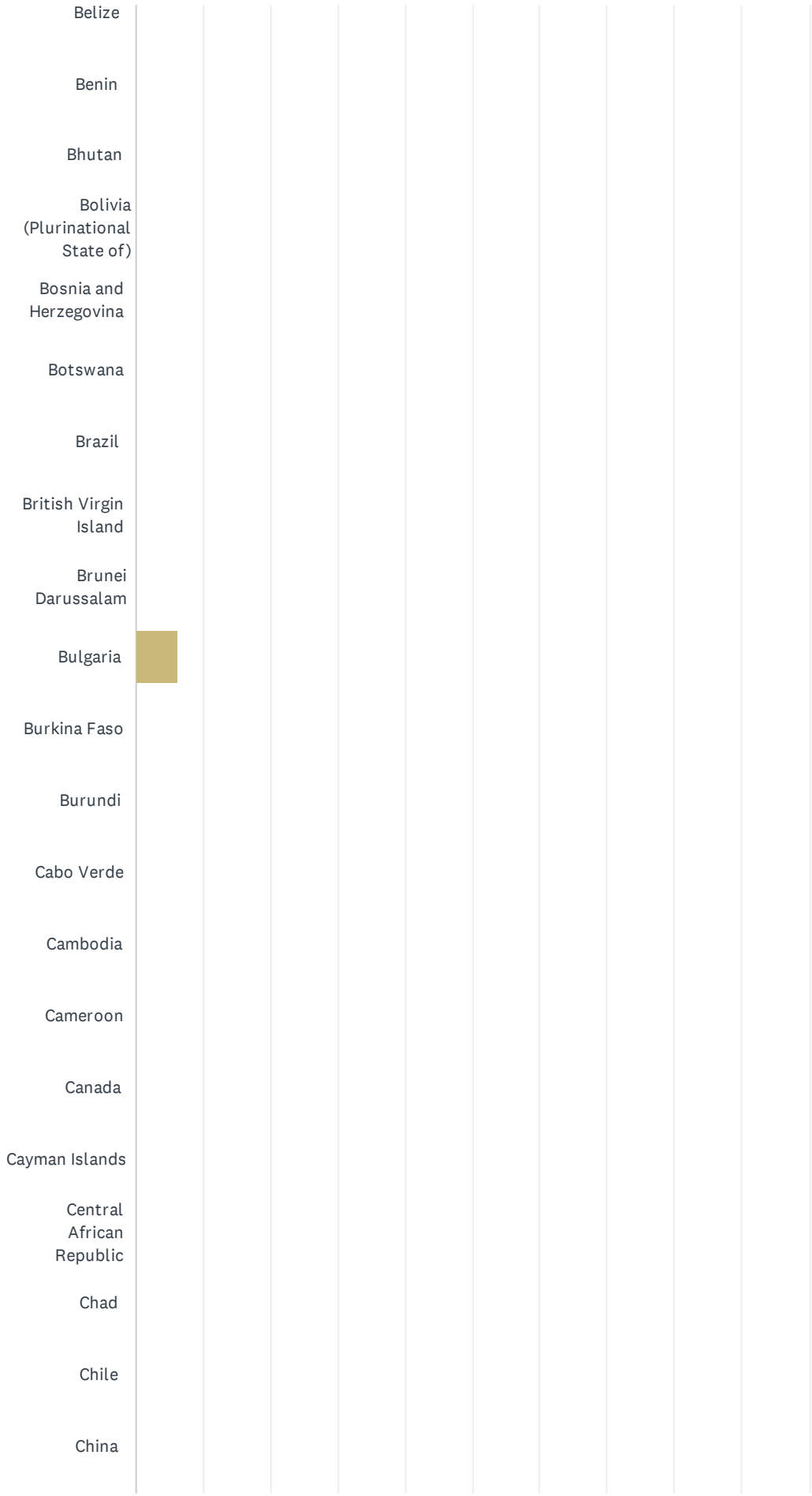
ANSWER CHOICES	RESPONSES	
Public	11.76%	12
NGO	45.10%	46
SME	27.45%	28
I'm free lancer	8.82%	9
Other (please specify)	6.86%	7
TOTAL		102

#	OTHER (PLEASE SPECIFY)	DATE
1	Social enterprise	9/9/2024 11:52 AM
2	non profit	8/7/2024 2:43 PM
3	I am an owner of NGO and also work as freelancer	7/25/2024 5:50 PM
4	Chamber of Commerce	7/23/2024 12:26 PM
5	Cooperative	7/23/2024 10:13 AM
6	Multi organisation environment both NGO, Public and SMEs	7/16/2024 1:02 PM
7	Foundation	7/15/2024 10:37 AM

Q23 In what country do you live?

Answered: 97 Skipped: 15

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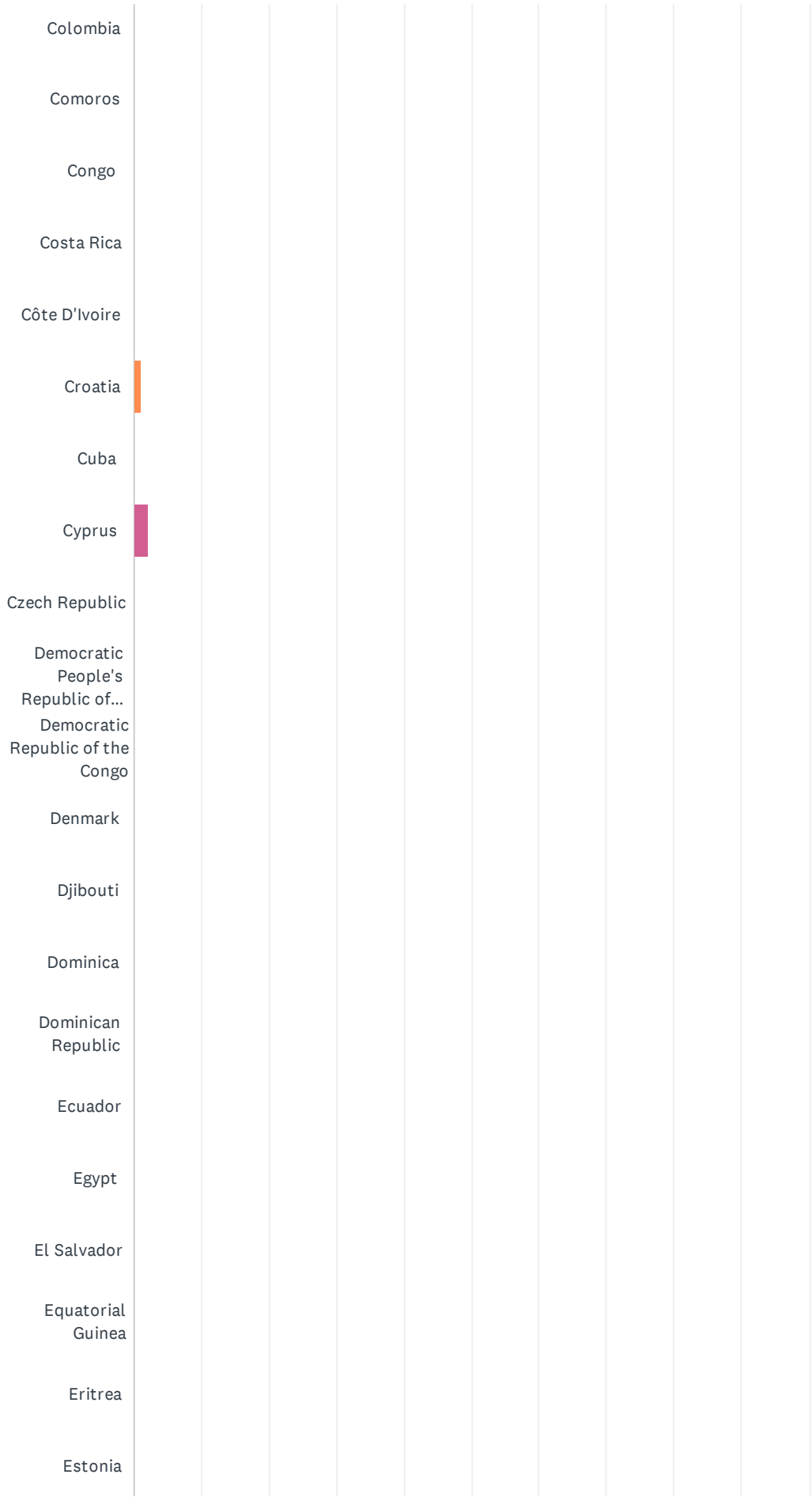
Bhutan
Bolivia (Plurinational State of)
Bosnia and Herzegovina
Botswana
Brazil
British Virgin Island
Brunei Darussalam
Bulgaria
Burkina Faso
Burundi
Cabo Verde
Cambodia
Cameroon
Canada
Cayman Islands
Central African Republic
Chad
Chile
China


Colombia
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Congo
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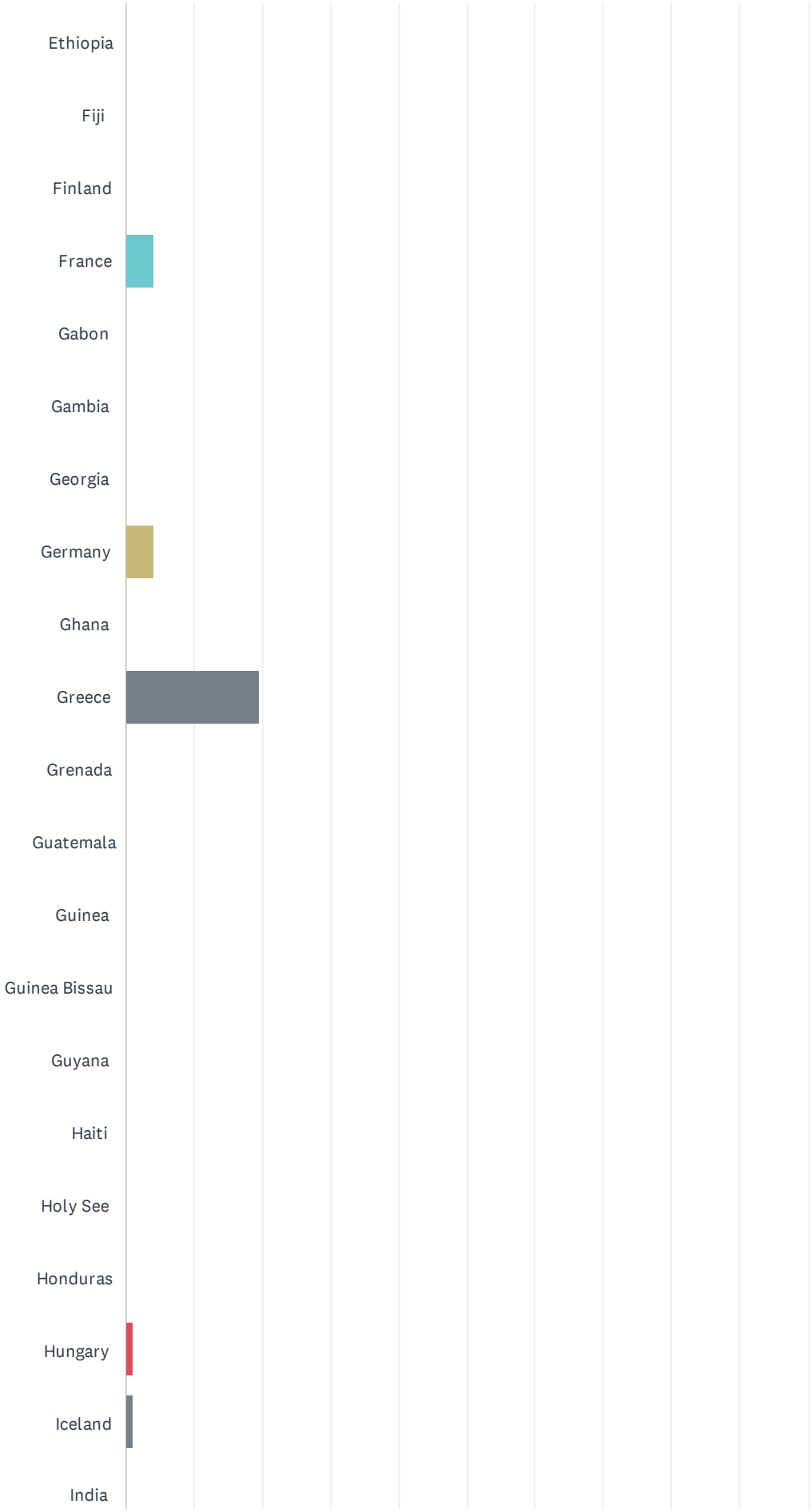
Côte D'Ivoire
Croatia
Cuba
Cyprus
Czech Republic
Democratic People's Republic of...
Democratic Republic of the Congo
Denmark
Djibouti
Dominica
Dominican Republic
Ecuador
Egypt
El Salvador
Equatorial Guinea
Eritrea
Estonia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Haiti
Holy See
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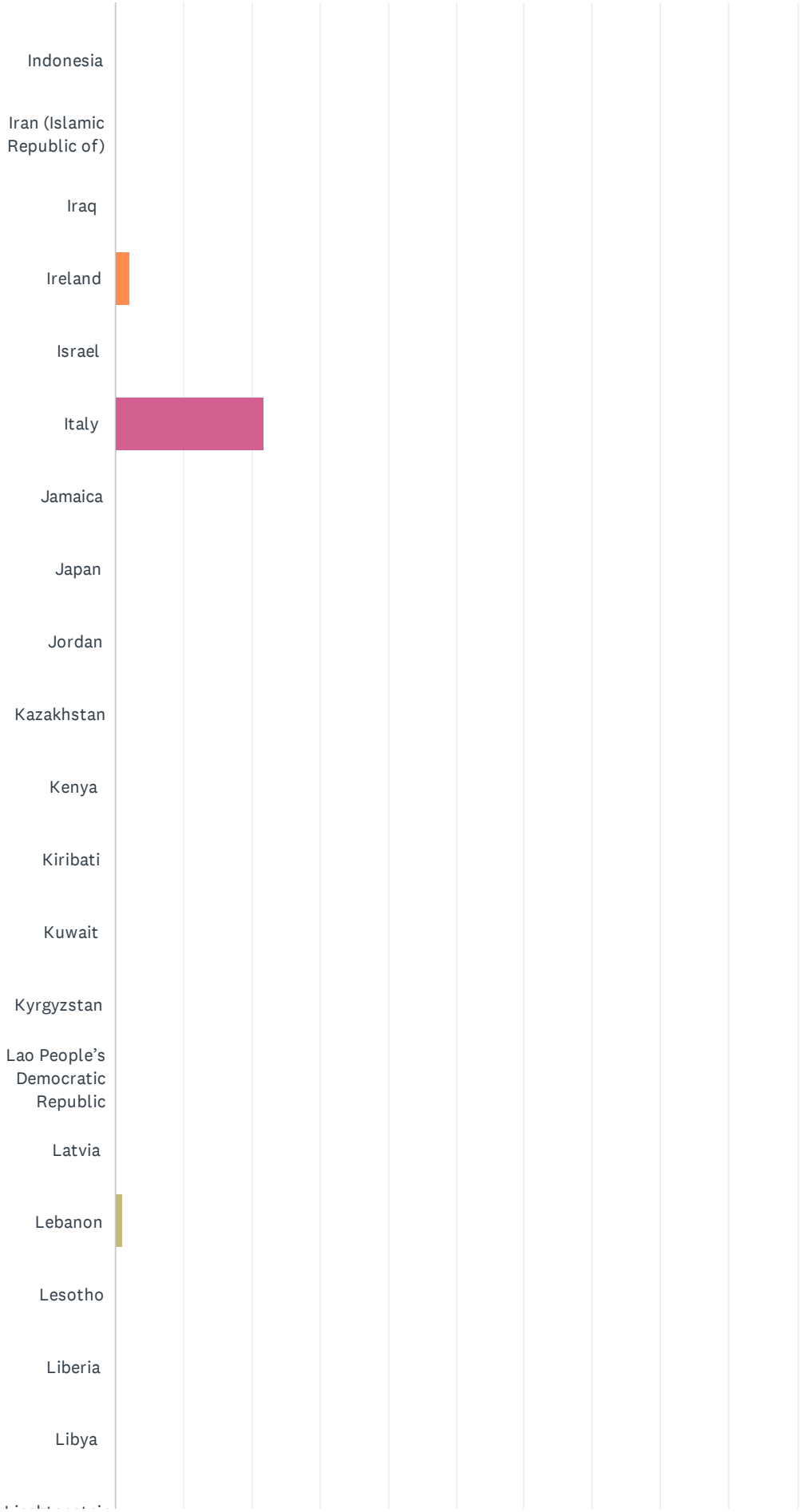
Hungary
Iceland
India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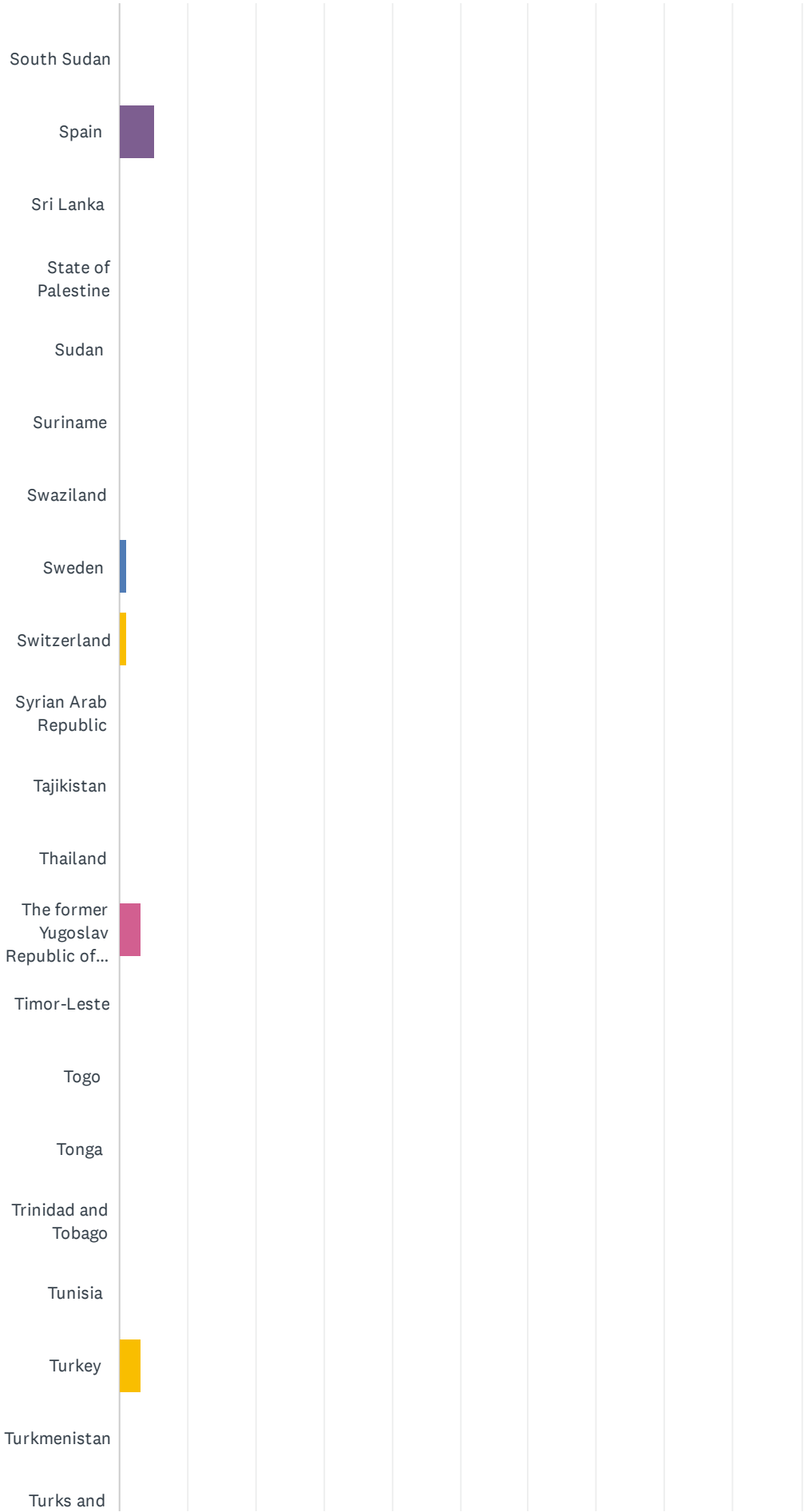
Iraq
Ireland
Israel
Italy
Jamaica
Japan
Jordan
Kazakhstan
Kenya
Kiribati
Kuwait
Kyrgyzstan
Lao People's Democratic Republic
Latvia
Lebanon
Lesotho
Liberia
Libya


Liechtenstein
Lithuania
Luxembourg
Madagascar
Malawi
Malaysia
Maldives
Mali
Malta
Marshall Islands
Mauritania
Mauritius
Mexico
Micronesia (Federated States of)
Monaco
Mongolia
Montenegro
Montserrat
Morocco
Mozambique
Myanmar


Namibia
Nauru
Nepal
Netherlands
New Zealand
Nicaragua
Niger
Nigeria
Norway
Oman
Pakistan
Palau
Panama
Papua New Guinea
Paraguay
Peru
Philippines
Poland
Portugal
Qatar
Republic of Korea


Republic of Moldova
Romania
Russian Federation
Rwanda
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Samoa
San Marino
Sao Tome and Principe
Saudi Arabia
Senegal
Serbia
Seychelles
Sierra Leone
Singapore
Slovakia
Slovenia
Solomon Islands
Somalia
South Africa


South Sudan
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Sri Lanka
State of Palestine
Sudan
Suriname
Swaziland
Sweden
Switzerland
Syrian Arab Republic
Tajikistan
Thailand
The former Yugoslav Republic of...
Timor-Leste
Togo
Tonga
Trinidad and Tobago
Tunisia
Turkey
Turkmenistan
Turks and


Caicos
Tuvalu
Uganda
Ukraine
United Arab Emirates
United Kingdom of Great Britain and...
United Republic of Tanzania
United States of America
Uruguay
Uzbekistan
Vanuatu
Venezuela (Bolivarian Republic of)
Vietnam
Yemen
Zambia
Zimbabwe
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%

ANSWER CHOICES	RESPONSES	
Afghanistan	0.00%	0
Albania	0.00%	0
Algeria	0.00%	0
Andorra	0.00%	0
Angola	0.00%	0
Anguilla	0.00%	0
Antigua and Barbuda	0.00%	0
Argentina	0.00%	0
Armenia	0.00%	0
Australia	0.00%	0
Austria	1.03%	1
Azerbaijan	0.00%	0
Bahamas	0.00%	0
Bahrain	0.00%	0
Bangladesh	0.00%	0
Barbados	0.00%	0
Belarus	0.00%	0
Belgium	2.06%	2
Belize	0.00%	0
Benin	0.00%	0
Bhutan	0.00%	0
Bolivia (Plurinational State of)	0.00%	0
Bosnia and Herzegovina	0.00%	0
Botswana	0.00%	0
Brazil	0.00%	0
British Virgin Island	0.00%	0
Brunei Darussalam	0.00%	0
Bulgaria	6.19%	6
Burkina Faso	0.00%	0
Burundi	0.00%	0
Cabo Verde	0.00%	0
Cambodia	0.00%	0

Cameroon	0.00%	0
Canada	0.00%	0
Cayman Islands	0.00%	0
Central African Republic	0.00%	0
Chad	0.00%	0
Chile	0.00%	0
China	0.00%	0
Colombia	0.00%	0
Comoros	0.00%	0
Congo	0.00%	0
Costa Rica	0.00%	0
Côte D'Ivoire	0.00%	0
Croatia	1.03%	1
Cuba	0.00%	0
Cyprus	2.06%	2
Czech Republic	0.00%	0
Democratic People's Republic of Korea	0.00%	0
Democratic Republic of the Congo	0.00%	0
Denmark	0.00%	0
Djibouti	0.00%	0
Dominica	0.00%	0
Dominican Republic	0.00%	0
Ecuador	0.00%	0
Egypt	0.00%	0
El Salvador	0.00%	0
Equatorial Guinea	0.00%	0
Eritrea	0.00%	0
Estonia	0.00%	0
Ethiopia	0.00%	0
Fiji	0.00%	0
Finland	0.00%	0
France	4.12%	4
Gabon	0.00%	0
Gambia	0.00%	0

Georgia	0.00%	0
Germany	4.12%	4
Ghana	0.00%	0
Greece	19.59%	19
Grenada	0.00%	0
Guatemala	0.00%	0
Guinea	0.00%	0
Guinea Bissau	0.00%	0
Guyana	0.00%	0
Haiti	0.00%	0
Holy See	0.00%	0
Honduras	0.00%	0
Hungary	1.03%	1
Iceland	1.03%	1
India	0.00%	0
Indonesia	0.00%	0
Iran (Islamic Republic of)	0.00%	0
Iraq	0.00%	0
Ireland	2.06%	2
Israel	0.00%	0
Italy	21.65%	21
Jamaica	0.00%	0
Japan	0.00%	0
Jordan	0.00%	0
Kazakhstan	0.00%	0
Kenya	0.00%	0
Kiribati	0.00%	0
Kuwait	0.00%	0
Kyrgyzstan	0.00%	0
Lao People’s Democratic Republic	0.00%	0
Latvia	0.00%	0
Lebanon	1.03%	1
Lesotho	0.00%	0

Liberia	0.00%	0
Libya	0.00%	0
Liechtenstein	0.00%	0
Lithuania	1.03%	1
Luxembourg	0.00%	0
Madagascar	0.00%	0
Malawi	0.00%	0
Malaysia	0.00%	0
Maldives	0.00%	0
Mali	0.00%	0
Malta	0.00%	0
Marshall Islands	0.00%	0
Mauritania	0.00%	0
Mauritius	0.00%	0
Mexico	0.00%	0
Micronesia (Federated States of)	0.00%	0
Monaco	0.00%	0
Mongolia	0.00%	0
Montenegro	0.00%	0
Montserrat	0.00%	0
Morocco	0.00%	0
Mozambique	0.00%	0
Myanmar	0.00%	0
Namibia	0.00%	0
Nauru	0.00%	0
Nepal	0.00%	0
Netherlands	0.00%	0
New Zealand	0.00%	0
Nicaragua	0.00%	0
Niger	0.00%	0
Nigeria	0.00%	0
Norway	2.06%	2
Oman	0.00%	0

Pakistan	0.00%	0
Palau	0.00%	0
Panama	0.00%	0
Papua New Guinea	0.00%	0
Paraguay	0.00%	0
Peru	0.00%	0
Philippines	0.00%	0
Poland	0.00%	0
Portugal	13.40%	13
Qatar	0.00%	0
Republic of Korea	0.00%	0
Republic of Moldova	0.00%	0
Romania	1.03%	1
Russian Federation	0.00%	0
Rwanda	0.00%	0
Saint Kitts and Nevis	0.00%	0
Saint Lucia	0.00%	0
Saint Vincent and the Grenadines	0.00%	0
Samoa	0.00%	0
San Marino	0.00%	0
Sao Tome and Principe	0.00%	0
Saudi Arabia	0.00%	0
Senegal	0.00%	0
Serbia	0.00%	0
Seychelles	0.00%	0
Sierra Leone	0.00%	0
Singapore	0.00%	0
Slovakia	1.03%	1
Slovenia	1.03%	1
Solomon Islands	0.00%	0
Somalia	0.00%	0
South Africa	0.00%	0
South Sudan	0.00%	0

Spain	5.15%	5
Sri Lanka	0.00%	0
State of Palestine	0.00%	0
Sudan	0.00%	0
Suriname	0.00%	0
Swaziland	0.00%	0
Sweden	1.03%	1
Switzerland	1.03%	1
Syrian Arab Republic	0.00%	0
Tajikistan	0.00%	0
Thailand	0.00%	0
The former Yugoslav Republic of Macedonia	3.09%	3
Timor-Leste	0.00%	0
Togo	0.00%	0
Tonga	0.00%	0
Trinidad and Tobago	0.00%	0
Tunisia	0.00%	0
Turkey	3.09%	3
Turkmenistan	0.00%	0
Turks and Caicos	0.00%	0
Tuvalu	0.00%	0
Uganda	0.00%	0
Ukraine	0.00%	0
United Arab Emirates	0.00%	0
United Kingdom of Great Britain and Northern Ireland	0.00%	0
United Republic of Tanzania	0.00%	0
United States of America	0.00%	0
Uruguay	0.00%	0
Uzbekistan	0.00%	0
Vanuatu	0.00%	0
Venezuela (Bolivarian Republic of)	0.00%	0
Vietnam	0.00%	0
Yemen	0.00%	0
Zambia	0.00%	0

Zimbabwe	0.00%	0
TOTAL		97