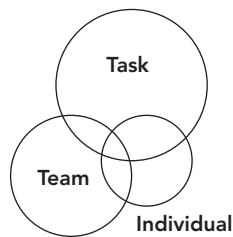
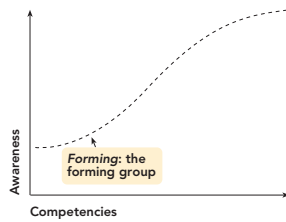


# **G10** Stages of free-riding in teams

## Forming

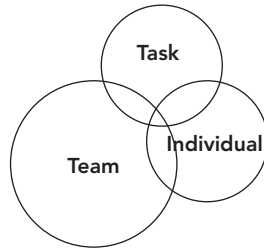
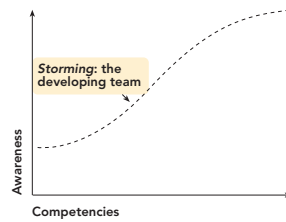


Task of the group dominates, decided who will join the team and under what conditions. Formation oriented.

### Free-riding if:

- task is externally imposed (no real motivation);
- team is already established and individual does not have to make an aware choice to enter the team.

## Storming

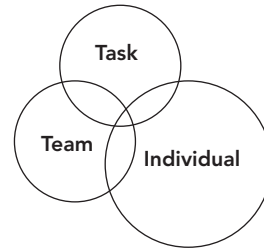
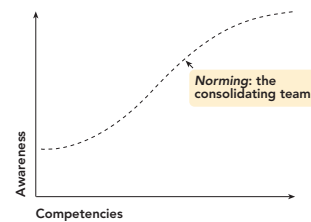


Goals and aims of team are elaborated, brainstorming over approach and preconditions for collaboration. Input oriented.

### Free-riding if:

- task remains unclear;
- it remains unclear; who is part of the team;
- team leader adopts an authoritarian leadership style.

## Norming

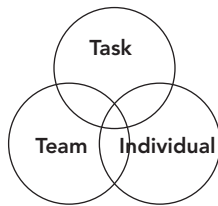
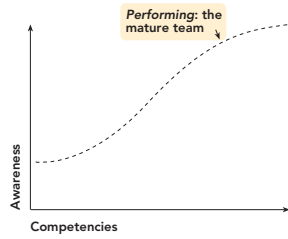


Specification of tasks and roles per team member, formulation of group contract (either formal or informal). Process oriented.

### Free-riding if:

- personal competition in team continuous;
- chosen roles do not match personal preferences;
- individuals did not accept goals.

Performing

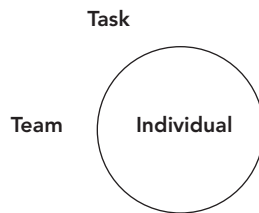
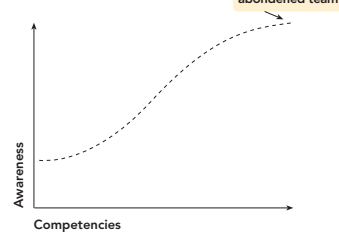


Execution of task; intensive feedback, more formal interaction between team members; output oriented.

**Free-riding if:**

- tasks shift without consultation;
- team process is inadequately managed;
- 'fit of personalities' is too good; no diversity or complementarity;
- team remains static.

Adjourning



Evaluation of team process; what can be improved next time; will we cooperate again? Learning oriented.

**Free-riding if:**

- one member takes the responsibility for finishing the project;
- participants do not want to enter a new cycle (but aim at unaware competencies).