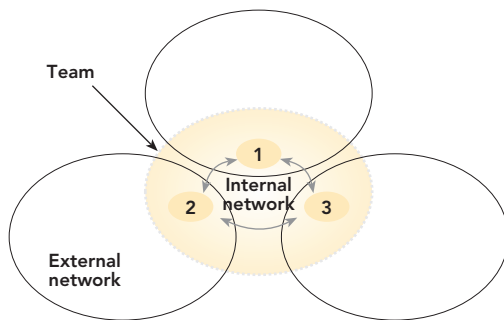


Open Network



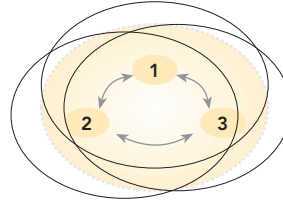
Characteristics:

- No/hardly any overlap in individual social networks
- Research team is 'temporary' coalition
- High degree of opportunism possible
- Relatively low sanctions in networks on 'malperformance' and opportunism (free-riding)

Consequences and tips:

- Be clear about your output ambitions
- Specify individual competencies and roles in more detail
- Define the nature of the internal network interaction very clearly:
 - decision-making procedures
 - level of mutual dependencies
 - responsibilities per group stage (storming, norming, performing, adjourning)
- Define the 'exit' option: when to terminate the project

Closed Network



Characteristics:

- High overlap in individual networks (lots of common friends)
- Long-term coalition
- Great loyalty to the group
- High sanctions on 'malperformance' and opportunism (such as free-rider behaviour)

Consequences and tips:

- Beware of 'groupthink'
- Danger of 'solidified' specialisation and continuation of labour division even when this is not functional or desirable
- Specify in detail the competencies you would like to acquire; plan to change roles during the project or over various projects
- Particularly important phase is 'brainstorming'. Closed groups tend to skip this phase regularly (☹G3)
- Define the 'finish' option: when do you consider this particular project finished