Open Network	Closed Network
Team Team 1 2 Internal 2 network 3 External network	
Characteristics:	Characteristics:
• No or hardly any overlap in individual social networks	<ul> <li>High overlap in individual networks (lots of common friends)</li> </ul>
• Research team is 'temporary' coalition	Long-term coalition
High degree of opportunism possible	Great loyalty to the group
• Relatively low sanctions in networks on 'mal- performance' and opportunism (free-riding)	<ul> <li>High sanctions on 'malperformance' and opportunism (such as free-rider behaviour)</li> </ul>
Consequences and tips:	Consequences and tips:
• Be much clearer about your output ambitions	Beware of 'groupthink'
• Specify individual competencies and roles in more detail	<ul> <li>Danger of 'solidified' specialisation and continuation of labour division even when this is not functional or desirable</li> </ul>
<ul> <li>Define the nature of the internal network interaction very clearly:         <ul> <li>decision-making procedures</li> <li>level of mutual dependencies</li> <li>responsibilities per group stage (storming, norming, performing, adjourning)</li> </ul> </li> </ul>	• Specify in detail the competencies you would like to acquire; plan to change roles during the project or over various projects
• Define the 'exit' option: when to terminate the project	<ul> <li>Particularly important phase is the 'brainstorming' phase. Closed groups tend to skip this phase regularly (&gt;G3)</li> <li>Define the 'finish' option: when do you consider this particular project finished</li> </ul>

Figure G.2 External networks and their consequences