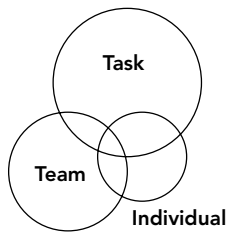
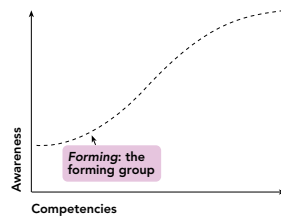
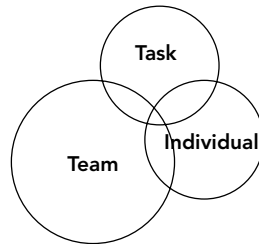
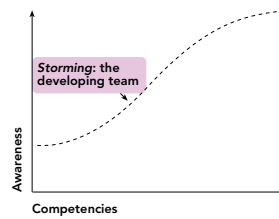




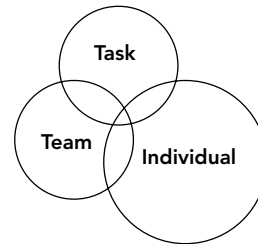
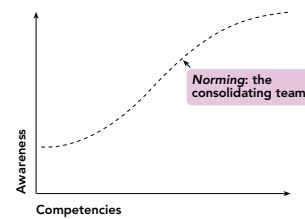
Forming



Storming



Norming



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

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

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

Free-riding if:

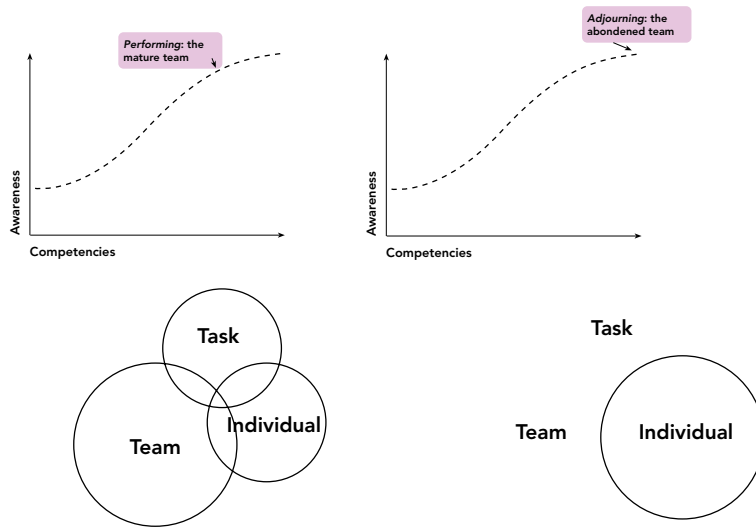
- task is externally imposed (no real motivation);
- team is already established and individual does not have to make a conscious choice to enter the team.

Free-riding if:

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

Free-riding if:

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



<p>Execution of task; intensive feedback, more formal interaction between team members. Output oriented.</p> <p>Free-riding if:</p> <ul style="list-style-type: none"> <input type="checkbox"/> tasks shift without consultation; <input type="checkbox"/> team process is inadequately managed; <input type="checkbox"/> 'fit of personalities' is too good; no diversity or complementarity; <input type="checkbox"/> team remains static. 	<p>Evaluation of team process; what can be improved next time; will we cooperate again? Learning oriented.</p> <p>Free-riding if:</p> <ul style="list-style-type: none"> <input type="checkbox"/> one member takes the responsibility for finishing the project; <input type="checkbox"/> participants do not want to enter a new cycle (but aim at unaware competencies).
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Figure G.11b Stages of free-riding in teams