# Appendix I

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| **R1. HARMONIZATION OF CONFLICT BEHAVIOR:** Harmonization and conflict resolution is informal, flexible, and internal because team members establish a distinct social order as an exchange becomes more relational. | | | | | | |
| **S1:** | **Previous experience** | Never fully worked through issues informally | Never had previous experience working together | Neither worked together before nor solved issues informally | Worked issues informally even without previous experience | Worked issues informally with participants worked together before |
|  | (R,S) | (0,1\*) | N/A | (0,0) | (1,0) | (1,1) |
| **S2:** | **Willingness to meet** | Participants mean well and are ready to meet | Participants are well-meaning | Neither ready to meet nor well meaning | Participants not ready to meet but mean well to others | Participants not ready to meet but mean well to others |
|  | (R,S) | (1,1) | (1,0\*) | (0,0) | (1,0) | (1,0) |
| **S3:** | **Level of blame** | Participants do not blame each other for not following through their commitments | Participants do not blame each other | Neither blame nor follow through their commitments | Participants blame each other not for failing to follow through their commitments | Participants blame each other for failing to follow through their commitments |
| (R,S) | | (1,0) | N/A | (1,0) | (0,1) | (0,0) |
| **R2. PROPRIETY OF MEANS BEHAVIOR:** Requires that the team members adhere to the principles of division of responsibilities together with the terms and conditions set out in the contract. Also, team members are to be fair in their dealings through the principle of risk and benefit sharing. | | | | | | |
| **S1:** | **Previous experience** | Never respect each other | Never had previous experience working together | Neither worked together before nor respect each other | Respect each other even without previous experience | Participants respected others they worked together before |
|  | (R,S) | (0,1\*) | N/A | (0,0) | (1,0) | (1,1) |
| **S2:** | **Level of compassion** | No regular solutions that benefit the team | No compassion, good faith and patience | Neither regular solutions that benefit the team nor compassion, good faith and patience | Regular solutions that benefit the team without compassion, good faith and patience | Regular solutions that benefit the team with compassion, good faith and patience |
|  | (R,S) | (0,1\*) | N/A | (0,0) | (1,0) | (1,1) |
| **S3:** | **Level of integrity** | Participants never adhered to the principles of division of responsibility | No integrity | Neither integrity nor adhering to the principles of division of responsibilities | Participants adhere to the principles of division of responsibilities with less regard to integrity | Participants through integrity adhere to the principles of division of responsibilities |
| (R,S) | | (0,1\*) | N/A | (0,0) | (1,0) | (1,1) |
| **R3. RESTRAINT OF POWER BEHAVIOR:** An expectation between team members in that the project team members will avoid applying their authority against any other team member’s interest. | | | | | | |
| **S1:** | **Previous experience** | Participants do not try to take advantage of others given the chance | Never had previous experience working together before | Neither worked together before nor try to take advantage of others given a chance | Participants try to take advantage of others given a chance even without previous experience | Participants try to take advantage of others they worked together before given a chance |
|  | (R,S) | (1,1\*) | N/A | (1,0) | (0,0) | (0,1) |
| **S2:** | **Willingness to act in good faith** | Participants exert authority over others | Participants do not act in good faith | Neither exert authority nor act in good faith | Participants do not exert their authority on others but do not act in good faith | Participants do not exert their authority on others and do act in good faith |
|  | (R,S) | (0,1\*) | N/A | (1,0) | (1,0) | (1,0) |
| **S3:** | **Level of following on commitments** | Participants in authority do not help others | Participants do not follow through commitments | Neither exert authority over others nor follow through their commitments | Participants in authority help others but fail to follow through their commitments | Participants in authority help others for to follow through their commitments |
| (R,S) | | (0,1) | N/A | (0,0) | (1,0) | (1,1) |
| **R4. RELIANCE & EXPECTATION BEHAVIOR:** Team member relations are based on the reliance (promise) that others will fulfill their part of the bargain. The expectations are anchored on the exchange of promises | | | | | | |
| **S1:** | **Previous experience** | Participants not rely on each other in completing their project tasks | Never had previous experience working together before | Neither worked together before nor rely on each other in completing their tasks | Participants rely on each other in completing their project tasks | Participants rely on others they worked together before in completing their project tasks |
|  | (R,S) | (0,1) | N/A | (0,0) | (1,0\*) | (1,1) |
| **S2:** | **Level of compassion** | Participants do not rely on each other in completing their project tasks | Participants are not compassionate and do not act in good faith | Neither rely on each other in completing their project tasks nor act in good faith or are compassionate | Participants rely on each other in completing their project tasks | Participants rely on others in completing their project tasks in good faith |
|  | (R,S) | (0,1\*) | N/A | (0,0) | (1,0\*) | (1,1) |
| **S3:** | **Level of integrity** | Participants did not fulfill their promises | Participants were not trustworthy | Neither fulfilled their promises nor were they trustworthy | Participants fulfilled their promises | Participants fulfilled their promises based on their trustworthiness |
| (R,S) | | (0,1\*) | N/A | (0,0) | (1,0\*) | (1,1) |
| **R5. CONTRACTUAL SOLIDARITY BEHAVIOR:** Refers to a coordinated and peaceful state of a team that is able to preserve a relationship, especially in situations when one team member is faced with a difficult or unplanned situation. | | | | | | |
| **S1:** | **Previous experience** | Participants not willing to compromise | Never had previous experience working together before | Neither worked together before nor do participants willing to compromise | Participants willing to compromise | Participants willing to compromise with others they worked together before |
|  | (R,S) | (0,1\*) | N/A | (0,0) | (1,0\*) | (1,1) |
| **S2:** | **Resource pool** | Participants do not pool their resources to generate solutions for another in a difficult situation | Participants are not compassionate and patient to others | Neither pool their resources to generate solutions for another in a difficult situation nor act in good faith or are compassionate | Participants pool their resources to generate solutions for another in a difficult situation | Participants pool their resources to generate solutions for another in a difficult situation because of their compassion and patience |
|  | (R,S) | (0,1\*) | N/A | (0,0) | (1,0\*) | (1,1) |
| **S3:** | **Level of integrity** | Participants did not do their job in order to preserve the relationship | Participants were not trustworthy | Neither did their job to preserve a relationship nor were they trustworthy | Participants did their job in order to preserve the relationship | Participants did their job in order to preserve the relationship based on their trustworthiness |
| (R,S) | | (0,1\*) | N/A | (0,0) | (1,0\*) | (1,1) |
| **R6. FLEXIBILITY BEHAVIOR:** Flexibility behavior allows changes to occur in the environment to which the parties operate, or if the transaction exchanges between the parties are outdated, the flexibility of the team allows for termination and creation of appropriate new exchanges. | | | | | | |
| **S1:** | **Previous experience** | Participants not willing to accommodate unplanned activities | Never had previous experience working together before | Neither worked together before nor do participants willing to accommodate unplanned activities | Participants willing to accommodate unplanned activities | Participants willing to accommodate unplanned activities with others they worked together before |
|  | (R,S) | (0,1\*) | N/A | (0,0) | (1,0\*) | (1,1) |
| **S2:** | **Willingness to act in good faith** | Participants do not change their point of view to take into account new information or changing priorities | Participants do not act in good faith | Neither change their point of view to take into account new information or changing priorities nor act in good faith | Participants change their point of view to take into account new information or changing priorities | Participants change their point of view to take into account new information or changing priorities in good faith |
|  | (R,S) | (0,1\*) | N/A | (0,0) | (1,0\*) | (1,1) |
| **S3:** | **Willingness to help others** | Participants did not fail to deliver on their work commitments | Participants did not help others | Neither did participants fail to deliver on their commitments nor were they helpful to others | Participants failed to deliver on their commitments | Participants helped others who failed to deliver on their commitments |
| (R,S) | | (1,1\*) | N/A | (1,0) | (0,0\*) | (0,1) |
| **R7. RECIPROCITY BEHAVIOR:** Reciprocity refers to team members who treat each other as equals, and exchanges or transactions take place with these individuals being symmetrically placed. It can be said that reciprocity is a relation between individuals who mutually depend on each other’s actions or influence. | | | | | | |
| **S1:** | **Previous experience** | Participants not willing to go out of their way to help others | Never had previous experience working together before | Neither worked together before nor do participants willing to out of their way to help others | Participants willing to go out of their way | Participants willing go out of their way to help others who had been kind to them before |
| (R,S) | | (0,1\*) | N/A | (0,0) | (1,0\*) | (1,1) |
| **S2:** | **Willingness to act in good faith** | Participants seek retaliation | Participants treat others poorly | Neither retaliate nor treat others poorly | Participants do not seek retaliation of another | Participants do not seek retaliation of another if they were treated poorly before |
|  | (R,S) | N/A | N/A | (1,1) | (1,1\*) | (1,0) |
| **S3:** | **Dealing with a difficult situation** | Participants did the same thing to others who put them in a difficult situation | Participants put others in a difficult situation | Neither did participants do put others in a difficult situation nor do the same thing to others who put them in a difficult situation | Participants do not do the same thing to others | Participants do not do the same thing to others who put them in a difficult situation |
| (R,S) | | (0,0) | N/A | (1,0) | (1,1\*) | (1,0) |