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## 8 Social Capital Glossary

**alters:** individuals connected to one focal individual called the ego in a structure of social relationships called the ego-network.

**betweenness centrality:** an indicator of centrality; the number of shortest paths between dyads that pass through a focal individual, to capture the control of information in advice networks (Freeman, 1979; Flynn and Wiltermuth, 2010).

**bond:** a strong relationship in a closed network between the people connected (Burt, 2005). See also strong ties.

**bridge:** a tie that connects a person who is not connected to the other people of a given network; a bridge is a relationship (strong or weak) or which there is no effective indirect connection through other people; a bridge is a relationship that spans a structural hole (Burt, 2005).

**brokerage:** action of coordinating across holes in a relationship network (Burt, 2005).

**broker:** people who build bridges. A broker has a competitive advantage building relations to other disconnected groups (Burt, 2005).

**centrality:** network centrality is the shape of the distribution of social ties among network members. Many measures have been developed such as degree centrality, closeness centrality and betweenness centrality, information centrality, eigenvector, etc. Different measures of centrality make different assumptions about the flow in the network (Borgatti, 2005; Carpenter et al. 2012).

**closure:** high network closure is when each member of a social network has a tie (strong direct or short indirect connection) with all the other members; closure is important for the emergence of norms and trust (Coleman, 1990). Closure is also referred to as network cohesiveness or closed network.

**cohesiveness:** see closure

**constraint:** network constraint is the “structure hole” theory index (Burt, 1992). A network concentrated on few contacts (contacts among ego and alters and among

all alters) means few structural holes. Structure holes (or brokerage) is calculated using the ego network data as  $1 - \text{Constraint}$  (Burt, 1992; Burt 2005).

**density:** network density captures the degree of connectivity within a network and is measured by the ratio of the number of actual ties (does not include the focal individual's ties) in a network, divided by the number of all possible ties (Wasserman and Faust, 1994). For an undirected network with  $n$  nodes, the number of possible ties is  $n(n-1)/2$ . This formula represents the level of cohesion necessary for coordinated action, and can be seen as a proxy to structure holes (Obstfeld, 2005; Poldony and Baron, 1997). For a directed network the number of possible ties is  $n(n-1)$ .

**ego-network:** network composed of the ego (the focal individual) and all the alters who are connected to the ego. An ego-network collects data about the relationships of the ego and each alter, as well as among alters (Burt, 1992).

**embeddedness:** economic transactions that are embedded in social relations (Granovetter, 1985).

**g-transitivity:** one of the assumptions of the weak tie theory (Granovetter, 1973); states that if A and B have a strong tie, and B and C also have a strong tie, then there is a chance that A and C will have at minimum a weak tie.

**homophily:** principle in social relationships which states that people tend to have stronger relationships with people who are similar to themselves; the “people like me” principle, “similarity breeds connection” (McPherson, Smith-Lovin and Cook, 2001).

**multiplexity:** existence of more than one type of connections among two people, such as friendship and advice at work.

**node:** any element (person, organization or other entity) that can be connected (or not) to other nodes through relational ties in a network. In social capital research at the individual level, a node is a person.

**social capital:** there are many definitions of social capital according to the theory applied. That said, there is common agreement among scholars that social capital encompasses investment in social relations with expected return (power, information, influence) in the market place (Lin, 2001).

**social network:** the network structure of relations among people or organizations. Social network structure is a proxy for social capital. Social capital research

should have at least one individual variable; social network research can be applied to the network structure of organizations (Carpenter, Li and Jiang, 2012).

**strong ties:** network ties that provide mutual trust and reciprocity; also called as close ties or bonding ties. The strength of a tie is a combination of the amount of time, the emotional intensity, the intimacy (mutual confiding) and the reciprocal services that characterize the tie (Granovetter, 1973).

**structure holes:** a place in a network where brokerage may create value. A structural hole exists when there is a missing element of coordination (a tie) that would be valuable. (Burt, 2005).

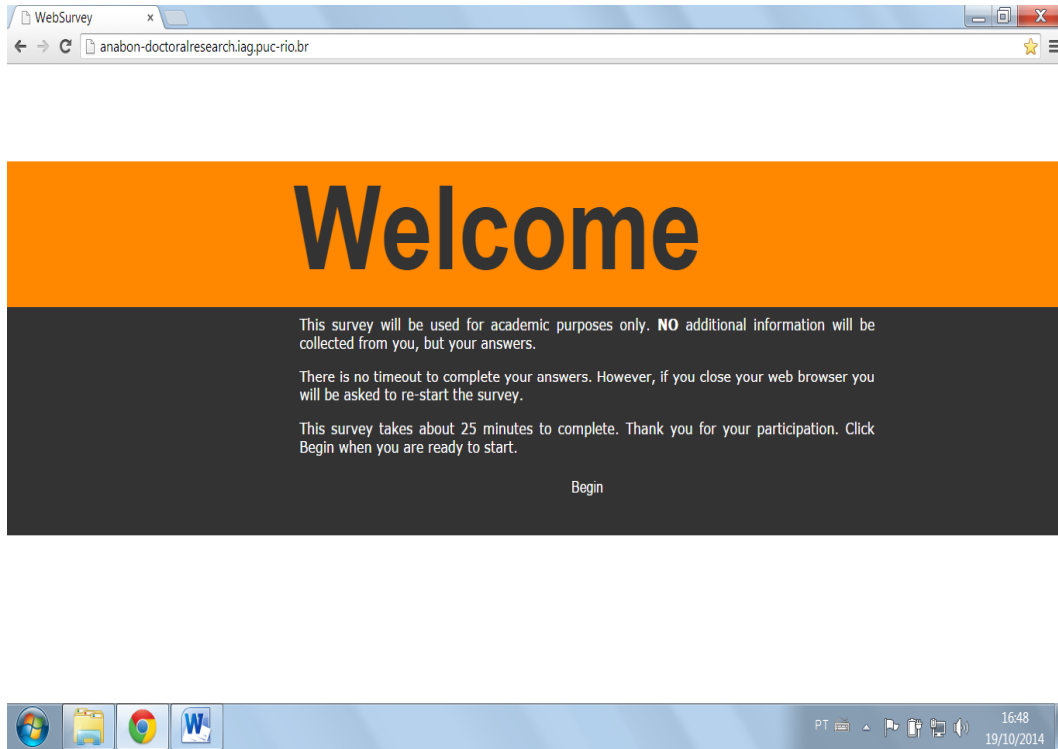
**structuralists:** social capital or social network scholars who focus on the structural partners of the network (such as number of ties, density, strength of the tie, bridges); non-structuralists suggest the analysis of both structure and the content (the resources available through the network).

**tertius gaudens:** “third who enjoys” (Simmel, 1950) – exploitation of relationships; basis of the structure hole theory which concerns the advantage of a broker who can play people off against one another for personal benefit (Obstfeld, 2005).

**tertius iungens:** “third who joins” – behavioral orientation toward connecting people in one’s social network by introducing disconnected people or facilitating coordination among connected people; contrast with the exploitative behavior of the tertius gaudens (Obstfeld, 2005).

## 9

### Appendix A – Web Data Collection Tool (Print Screen)



WebSurvey - Google Chrome

anabon-doctoralresearch.iag.puc-rio.br/q1.php

Survey progress: 0%

Please **ENTER THE INITIALS** of up to 5 people from your work environment who are important sources of professional advice (that is whom you approach if you have a work-related problem or when you want advice on a decision you have to make).

Type at least two letters. Do not type spaces or other characters.

For example, Paul Rockfeller will be **PR**

Use the fields below to input the initials. Hit the **TAB** key to go to next field.

| Name |    |
|------|----|
| 1    | VR |
| 2    | AF |
| 3    | FS |
| 4    |    |
| 5    |    |

Next

PT 16:49 19/10/2014

WebSurvey - Google Chrome

anabon-doctoralresearch.iag.puc-rio.br/q2.php

Survey progress: 7%

The people you cited are listed in the table below. Use the **PULL-DOWN MENU** to answer:

- the **strength of the connection between you and this person** (Close, Less Close, Weak)
- the **gender of this person** (male or female)
- his/her **function compared to you** (similar or different)
- his/her **level in the hierarchy compared to you** (same, higher or lower)

|   | Your list | How strong of a connection do you have with this person? | What is the gender of this person? | Function of this person compared to you | Organization level occupied by this person compared to you |
|---|-----------|--|------------------------------------|---|--|
| 1 | VR        | (select)   | (select)                           | (select)                                | (select)   |
| 2 | AF        | (select)   | (select)                           | (select)                                | (select)   |
| 3 | FS        | (select)   | (select)                           | (select)                                | (select)   |

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PT 16:50 19/10/2014

WebSurvey - Google Chrome

anabon-doctoralresearch.iag.puc-rio.br/q3.php

Survey progress: 14%

The people you cited are listed in the table below.

Please, INDICATE YOUR VIEW OF THE CONNECTIONS BETWEEN EACH pair of people, where:

- "Close", the two people speak often with one another such that they are probably familiar with current issues in one another's operation
- "Less Close", the two people sometimes talk to one another, such that they have some familiarity with current issues in one another's operation
- "Weak", these two people speak rarely or are strangers
- "Avoid", they prefer to avoid each other

|   | Name          | Close                 | Less Close            | Weak                  | Avoid                 |
|---|---------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | "VR" and "AF" | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2 | "VR" and "FS" | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3 | "AF" and "FS" | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |


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WebSurvey - Google Chrome


anabon-doctoralresearch.iag.puc-rio.br/q4.php

Survey progress: 22%


Think about the important characteristics that make you the person you are now – your personality, temperament, major likes and dislikes, beliefs, values, ambitions, life goals and ideals – and select the one diagram that best reflects your opinion about the degree of connectedness between your current and future selves (a future "version" of you in 10 years).




(a)




(b)




(c)




(d)



(e)



(f)



(g)

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WebSurvey - Google Chrome

anabon-doctoralresearch.iag.puc-rio.br/q5.php

Survey progress: 28%

Please indicate the degree in which you agree that each statement characterizes you

|    |  | Strongly Disagree     | Disagree              | Neither Agree Nor Disagree | Agree                 | Strongly Agree        |
|----|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|
| 1  | I find it hard to imitate the behavior of other people.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 2  | My behavior is usually an expression of my true inner feelings, attitudes and beliefs.           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 3  | At parties and social gatherings, I do not attempt to do or say things that others will like.    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 4  | I can only argue for ideas which I already believe.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 5  | I can make impromptu speeches even on topics about which I have almost no information.           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 6  | I guess I put on a show too impress or entertain others.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 7  | When I am uncertain how to act in a social situation, I look to the behavior of others for cues. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 8  | I would probably make a good actor.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 9  | I rarely seek advice of my friends to choose movies, books, or music.                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 10 | I sometimes appear to others to be experiencing deeper emotions than I actually am.              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |

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WebSurvey - Google Chrome

anabon-doctoralresearch.iag.puc-rio.br/q5.php?11=5&12=5&13=5&14=5&15=5&16=5&17=5&18=5&19=5&20=5&txtlast=20

Survey progress: 43%

Please indicate the degree in which you agree that each statement characterizes you

|    |   | Strongly Disagree     | Disagree              | Neither Agree Nor Disagree | Agree                 | Strongly Agree        |
|----|---|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|
| 1  | I have trouble changing my behavior to suit different people and different situations.              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 2  | At a party I let others keep the jokes and stories going.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 3  | I feel a bit awkward in company and so not show up quite as well as I should.                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 4  | I can look anyone in the eye and tell a lie with a straight face (if for a right end).              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 5  | I may deceive people by being friendly when I really dislike them.                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 6  | I believe that a person's day should be planned ahead each morning.                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 7  | Thinking about the future is pleasant to me.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 8  | When I want to achieve something, I set goals and consider specific means for reaching those goals. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 9  | Meeting tomorrow's deadlines and doing other necessary work comes before tonight's play.            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 10 | It seems to me that my future plans are pretty well laid out.                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |


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WebSurvey - Google Chrome

anabon-doctoralresearch.iag.puc-rio.br/q5.php?1=5&2=5&3=5&4=5&5=5&6=5&7=5&8=5&9=5&10=5&txtlast=10

Survey progress:  95%

Please indicate the degree in which you agree that each statement characterizes you


|    |   | Strongly Disagree     | Disagree              | Neither Agree Nor Disagree | Agree                 | Strongly Agree        |
|----|---|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|
| 1  | I laugh more when I watch a comedy with others than when alone.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 2  | In a group of people I am rarely the center of attention.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 3  | In different situations and with different people, I often act like very different persons.             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 4  | I am not particularly good at making other people like me.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 5  | Even if I am not enjoying myself, I often pretend to be having a good time.                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 6  | I am not always the person I appear to be.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 7  | I would not change my opinions (or the way I do things) in order to please someone or win their favor.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 8  | I have considered being an entertainer.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 9  | In order to get along and be liked, I tend to be what people expect me to be rather than anything else. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 10 | I have never been good at games like charades or improvisational acting.                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |

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WebSurvey - Google Chrome

anabon-doctoralresearch.iag.puc-rio.br/q5.php?21=5&22=5&23=5&24=5&25=5&26=5&27=5&28=5&29=5&30=5&txtlast=30

Survey progress:  50%

Please indicate the degree in which you agree that each statement characterizes you

|   |  | Strongly Disagree     | Disagree              | Neither Agree Nor Disagree | Agree                 | Strongly Agree        |
|---|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|
| 1 | I think it's useless to plan too far ahead because things hardly ever come out the way you planned anyway. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 2 | It upsets me to be late for appointments.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 3 | I tend to lose my temper when I'm provoked.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 4 | I get irritated at people who keep me waiting when we've agreed to meet at a given time.                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 5 | I complete projects on time by making steady progress.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 6 | I make lists of things to do.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 7 | I keep working at a difficult uninteresting task if it will help me get ahead.                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| 8 | I am able to resist temptations when I know there is work to be done.                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |

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PT 16:52 19/10/2014

WebSurvey - Google Chrome  
anabon-doctoralresearch.iag.puc-rio.br/q6.php

Survey progress: 57%

**Please indicate your decision for the following business situation**

Your colleague, who you consider to be very close of you, is looking to hire a new employee for her team. She has identified an external candidate she would like to hire, but company rules require her to consider internal candidates first.

She has asked you not to disclose to people within the company that she has already picked as an external candidate for the position. However, you know two employees in your area who would like to have this job and they are thinking of applying for the position.

Would you advise them not to apply for the position?

(a) Definitely Not ☐ (b) Probably Not ☐ (c) Probably Yes ☐ (d) Definitely Yes ☐

If they asked you directly if your colleague has already picked someone for this position would you tell them?

(a) Definitely Not ☐ (b) Probably Not ☐ (c) Probably Yes ☐ (d) Definitely Yes ☐

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WebSurvey - Google Chrome  
anabon-doctoralresearch.iag.puc-rio.br/q6.php?pa=1&xtidPerg=1&1=3&2=3

Survey progress: 64%

**Please indicate your decision for the following business situation**

You are a newly appointed marketing manager of your company and you want to make a good impression with your boss with your first competitor marketing plan. You decide to attend the annual industry association meeting to have a clearer understanding of your competitors' strategies. You and the marketing manager of your main competitor leave the conference meeting at the same time. He gets off the elevator at his floor leaving you alone to think about the fact that you haven't even started your plan. You look down and discover that your competitor has dropped one of the copies of their marketing and sales plan.

Would you look at the competitor's marketing plan before you returned it?

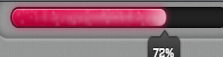
(a) Definitely Not ☐ (b) Probably Not ☐ (c) Probably Yes ☒ (d) Definitely Yes ☐

Would you tell, if asked, how you got the competitor's data?

(a) Definitely Not ☐ (b) Probably Not ☐ (c) Probably Yes ☐ (d) Definitely Yes ☒

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WebSurvey - Google Chrome  
 anabon-doctoralresearch.iag.puc-rio.br/q6.php?pa=2&txtIdPerg=2&3=3&4=4

Survey progress:  72%

**Please indicate your decision for the following business situation**

You are working on a sale of equipment produced by your company ZMT to a major international customer. This sale is particularly important for you and for the company because ZMT is currently experiencing very critical difficulties. You have been suggested to work on the sale together with a company that is part of your company's partner alliance.

This morning, however, you received information that this partner, who is the key liaison with the customer, has committed, with no written agreement, a series of private payments to various people in order to secure the contract. These people range from intermediaries to buyer representatives of the government customer. You and your company will not be involved directly in these payments.

This contract is crucial to ZMT, as it can avoid layoffs (including part of your team) and secure a better position against competition.

Would you work with this partner?


(a) Definitely Not ☐ (b) Probably Not ☐ (c) Probably Yes ☐ (d) Definitely Yes ☐

Would you tell someone in your organization about the behavior of this partner?

(a) Definitely Not ☐ (b) Probably Not ☐ (c) Probably Yes ☐ (d) Definitely Yes ☐

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WebSurvey - Google Chrome  
 anabon-doctoralresearch.iag.puc-rio.br/q7.php

Survey progress:  76%

**A few final questions before you finish.**

Age:

Gender:

Industry that you work for:

Country of birth:

Country you work now:

Hierarchical position in this firm:


Number of years in the current firm:

How many years do you expect to be in your current firm from this point forward?

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WebSurvey - Google Chrome  
anabon-doctoralresearch.iag.puc-rio.br/qmatriz1.php

Survey progress:  86%

**Instruction for next screen task. This is your last task.**

In the boxes on the next screen, find **2 numbers** whose sum **equals 10**. When you find them, mark the 'Found it' box. See example.

Important:

1. You have **3 minutes** to finish all boxes
2. You can **answer** the boxes in **any order**
3. If you finish before 3 minutes, just press the NEXT button

Press the NEXT button when you're ready to begin.


Example

|      |      |      |
|------|------|------|
| 1.69 | 1.82 | 2.91 |
| 4.67 | 3.81 | 3.05 |
| 5.82 | 5.06 | 4.28 |
| 6.36 | 6.19 | 4.57 |

Found it ☒

Back Next

WebSurvey - Google Chrome  
anabon-doctoralresearch.iag.puc-rio.br/qmatriz2.php

Survey progress:  89%

**For each box find 2 numbers that sum 10 and mark 'Found it'.**

|                                   |                                   |                                   |                                   |                                   |                                   |                                   |                                   |                                   |                                   |                                   |                                   |
|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 5.64                              | 2.85                              | 9.48                              | 1.63                              | 2.32                              | 7.93                              | 7.87                              | 3.62                              | 9.41                              | 8.18                              | 9.01                              | 3.97                              |
| 1.68                              | 9.52                              | 2.15                              | 4.92                              | 6.10                              | 5.83                              | 5.72                              | 7.40                              | 5.24                              | 5.20                              | 4.56                              | 9.12                              |
| 6.71                              | 4.36                              | 1.67                              | 2.81                              | 6.78                              | 7.19                              | 2.49                              | 9.59                              | 6.62                              | 0.28                              | 2.92                              | 6.59                              |
| 8.10                              | 5.48                              | 8.91                              | 8.46                              | 5.67                              | 7.57                              | 4.16                              | 5.61                              | 0.49                              | 1.12                              | 6.93                              | 9.72                              |
| <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it |
| 1.42                              | 2.11                              | 5.36                              | 3.99                              | 3.91                              | 4.34                              | 4.74                              | 4.23                              | 1.34                              | 6.58                              | 8.97                              | 3.21                              |
| 7.45                              | 8.57                              | 9.30                              | 8.39                              | 2.72                              | 0.51                              | 2.10                              | 5.49                              | 4.21                              | 3.85                              | 3.87                              | 5.82                              |
| 5.39                              | 2.29                              | 0.42                              | 9.61                              | 3.57                              | 2.36                              | 6.26                              | 7.89                              | 9.78                              | 4.14                              | 9.46                              | 6.13                              |
| 3.28                              | 4.43                              | 2.60                              | 6.09                              | 4.56                              | 1.58                              | 0.89                              | 2.14                              | 6.71                              | 9.12                              | 4.20                              | 6.83                              |
| <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it | <input type="checkbox"/> Found it |
| 4.91                              | 6.86                              | 7.76                              | 5.47                              | 2.49                              | 6.28                              | 9.83                              | 0.65                              | 2.23                              | 6.09                              | 8.66                              | 7.37                              |
| 8.96                              | 2.29                              | 5.99                              | 3.82                              | 4.21                              | 7.91                              | 6.52                              | 5.10                              | 9.28                              | 3.51                              | 2.90                              | 1.34                              |
| 7.71                              | 2.94                              | 4.25                              | 2.65                              | 4.17                              | 4.53                              | 3.91                              | 1.42                              | 4.42                              | 2.02                              | 5.06                              | 2.89                              |
| 2.01                              | 1.28                              | 5.12                              | 7.49                              | 0.55                              | 6.39                              | 3.28                              | 6.95                              | 4.87                              | 8.10                              | 7.61                              | 8.84                              |
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02:45 MINUTES to finish

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