

process must pass. Outram himself is quite explicit about the impact this has on the design group when discussing the way his own staff respond.

The staff who get on best are the ones who regard it like another aspect of the game that they are expected to play, you know. There is the district surveyor, there's the quantity surveyor, there's the structural engineer and there's John Outram.

By contrast, other designers confess to not even being able to remember how their group developed the main idea for a design. Richard Burton records that 'at times we have tried to remember who had a particular idea, and have usually found we can't'. This phenomenon is also described by Bob Maguire (1971) who tells us that in his practice ideas can suddenly appear without being the obvious property of any one member of the group:

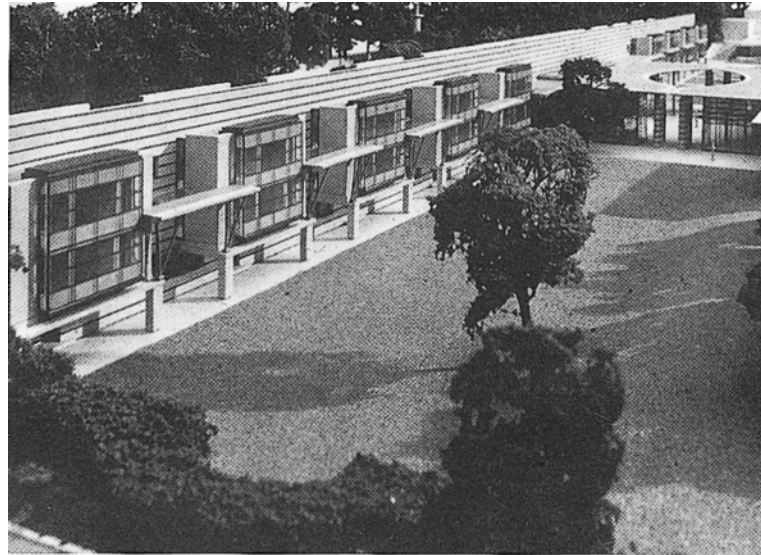
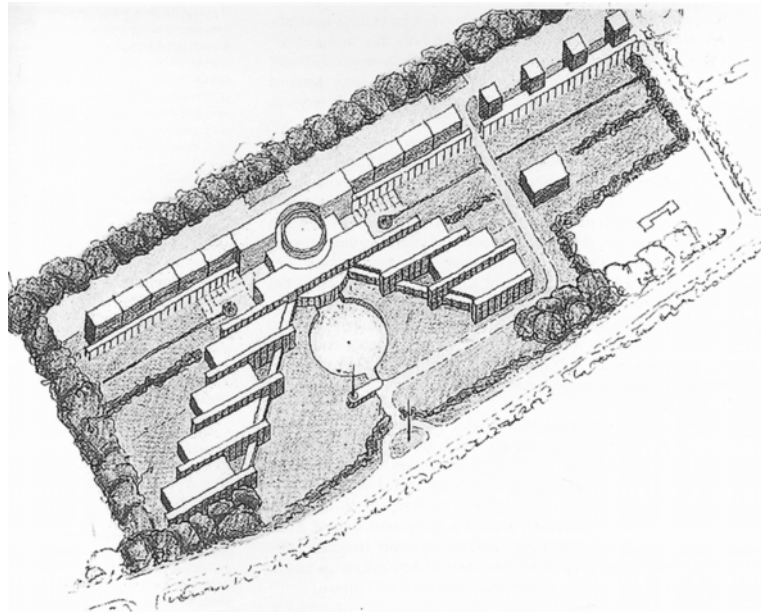
It is no one person's idea. We have no clear memory of it except of an experience analogous to doing a jigsaw puzzle very fast.

The architect Richard MacCormac was also quite explicit about this when describing work on the design for his much acclaimed Headquarters and Training Building for Cable and Wireless (Figs. 14.3 and 14.4) (Lawson 1994).

I can't quite remember what happened and either Dorian or I said 'it's a wall, it's not just a lot of houses, it's a great wall 200 metres long and three storeys high . . . we'll make a high wall and then we'll punch the residential elements through that wall as a series of glazed bays which come through and stand on legs.

We also saw in Chapter 11 the phenomenon at work in another project for the chapel at Fitzwilliam College in Cambridge. The worship space on the first floor eventually became described by the group as a 'vessel'. This was then to inform the way the upper floor was constructed and 'floated free' from, whilst still supported by, the lower floor walls.

While Peng does not envisage this in his own analysis, it seems highly likely that what he calls structuralist and metaphorist patterns of group communication may well coexist in any one design process. Where strong guiding principles are held by the design practice, these are likely to influence each project and suggest a structuralist approach. However, even here the project specific characteristics of the particular combination of constraints may still provide enough novelty which may well encourage an element of metaphorist group thinking.



**Figure 14.3**

A design sketch of Richard MacCormac's design for the Cable and Wireless Training Centre and a later model showing the 'great wall'

## The role of the client

Although we cannot help but see the designer at the centre of the design process, we must take care not to neglect the importance of the roles played by others, most notably the client. We have seen how design problems and design solutions tend to emerge together rather than the one necessarily preceding the other.