

*An important enabler of real team development and project success is working with the client to understand and set performance goals for the design project team.*

since a leader usually establishes them for the group. Like all interactions involving a group of people, both teams and working groups will benefit from obvious good management practices—meetings with agendas, good communication, and time-efficient processes. The working group is efficient in the use of members' time and its formation and success will benefit from applying the following discipline:

- *Working-group members work mostly on individual tasks that match their skills and experience.*
- *The work-products of the group are largely individual.*
- *The group leader drives a rigorous working approach.*
- *Each member has strong individual accountability to his or her task.*

Most of the time, if performance aspirations can be met through individuals doing their jobs well, then a working-group approach is more comfortable, less risky, and less disruptive than trying to achieve the more elusive team performance levels. If the situation does not demand increased performance, then investing time to improve the effectiveness of the working group will be more worthwhile than the group floundering as the members try to become a team. As people are more familiar with the working group, this tends to be the model that achieves performance results faster. The group does not have to spend time figuring out how it will work together, and the leader can rapidly assign tasks to individuals with the appropriate skills.

While setting project objectives and establishing a working approach both lend themselves to working as a team and enabling teams, designers find the creative design stages more difficult for team efforts to succeed. After the project objectives are set and the client's needs are clear, what is needed is a design. It is at this stage of the work that the "design ego" is most prevalent. The lead designer will propose a design to the client and to the other design specialists, but the lead designer functions as the work group leader. For this stage of the work it is difficult to use a real team, because it is said that the camel is a racehorse designed by a committee. However, this is not always the case. Rockefeller Center, conceived in the 1920s, was the product of not one designer but many, including architects, builders, engineers, and also real estate specialists, financiers, and lawyers. Each contributed experience and imagination to solve the complex design challenge. A photograph taken dur-