(featured in an exhibit organized by the Architectural League of New York) function on leading engineering designs.[10] Therefore they need to be far more precisely engineered than conventional buildings, and as a result, engineers are integral leaders from the earliest moments of the design process.

If considering a team approach to design, it is important to know that real teams have a finite life. Operating as a team is often an intense experience, which cannot be maintained for a long period of time. As the team progressively meets its design challenges, the purpose of the team may become less clear and strong. At this point it is acceptable team behavior to hand off the task to another team or move into another phase of the project where the working-group model is more appropriate. This next group or phase may contain several members from the original design team, but their roles may be modified, for example, to implement recommendations made by the initial team. Taking a specific stage in the design process, the client is often the leader in the postimplementation phase. In design today, however, change is endemic—designs must be built for ongoing flexibility and mobility without compromising the design intent—and the ongoing involvement of the designer is common. While the design teams may morph, the initial trust and accountability between, and development of the designer–client relationship must be recognized as the critical component to all high performance in design.

CONCLUSION

This theory of teams presents two models for design groups to work effectively together, real teams and single-leader working groups. Both models are valid, and by making the conscious choice of which to adopt up front, design groups may benefit and achieve greater success. The approach to take will depend largely on the performance challenge faced by the group, the amount of investment the group is willing to make in shaping its purpose and goals, and the group's ability to develop mutual respect among all members with respect to what is required to ensure the success of the project. Traditionally, design may have leaned toward the working-group approach, with a vision-

ary leader calling all the shots. However, the rapidly changing design environment is presenting many opportunities where a real team can achieve greater performance.

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