

Design teams that work virtually will find they can do together what they cannot do alone . . . their whole will be more than the sum of their parts. And, as Hank McKinnell says, “. . . all of us are smarter than any of us.”

ests and common concerns. People fundamentally trust others—or not. Trust enables people to establish purposes and construct links. The greater the trust, the lower the cost of communication and relationship building. The more extensive the network, the greater the opportunities arising from commonly held goals.

There are challenges facing virtual teams, no doubt about it. But the benefits far outweigh the potential bumps in the road. As we climb the learning curve of distributed work, great teams will become the design industry's norm, just as it is fast becoming the way other industries work together in new ways.

Notes

1

Allen, Thomas J., *Managing the Flow of Technology: Technology Transfer and the Dissemination of Technological Information within the R&D Organization*, MIT Press, Cambridge, MA, 1977, p. 47.

2

Dr. Henry McKinnell, interview, January 19, 2000.

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