BEYOND THE CORRESPONDENCE

An Archival Research of the B.P.H

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Contents

Abstract

I named my work Beyond the Correspondence. In the archival research I conducted on the **Post Box for the Development of the Habitat** (the B.P.H. mailbox), I analyzed the content of the publications which are stored in the archives of the *Het Nieuwe Institute* Rotterdam. I realized that there is so much beyond the correspondence and understanding of the dynamic of Team 10, the post box, and its value. The postbox has developed and became a worldwide amazing network.

The B.P.H. mailbox was established in 1959, as the mean of communication between the members of Team 10. Through it, they intended to share with each other their ideas and attempts to promote an innovative and modern approach to the development of habitats.

Team 10 arose as a countermovement to the international congresses for modern architecture (C.I.A.M.) which was world-wide known. Team 10`s creation, is strongly related to the socio-political changes that characterized the post-World War II period. The democratic ideology that spread around that time had a direct impact on the artistic and architectural Avant-Garde movements.

A fundamental part of a group`s creation, after agreeing on the ideology that defines the link between the individual member, is to define the mean of communication. It is important to remember that the years in which Team 10 was active are prior to the internet era, and letter-based method between international colleagues, was challenging to maintain.

Jaap Bakema, a key figure of Team 10, took an initiative to organize the *B.P.H. – the post box for the development of the habitat.* It was agreed by the group members in the first official meeting of Team 10 in September 1959, that the B.P.H would be the main mean of communication.

During B.P.H.'s twelve years of operation, 398 letters arrived at Bakema`s mailbox. The letters, sent from private architects, as well as from international organizations and universities, contained information on new publications, projects, and collaboration invitations. Bakema used a very efficient categorizing system, arranging the content in four columns (which after a few years became four lines) – Author, Date, Subject, and Main points. Overall Bakema published eighteen issues at irregular intervals over the years.

To understand better Bakema`s summarizing technique, I have analyzed the content of some of the original letters he received that were later published in the B.P.H. issues.

Within the development of Team 10 as a group, I analyzed through Tuckman`s model of four stages for group development. I noticed that the B.P.H. publications held a similar evolution process. That led me to my research questions – *Has the B.P.H. turned into a professional international network? Does the postbox live a dynamic of its own?*

I analyzed the publications thoroughly, following the number of letters Bakema received, the sources, issues that arose, and Bakema's general summaries regarding the B.P.H. conduction.

I summed up in a table the main topics in each of the publications and I highlighted the stages of development, the main themes, and the growing power of the BPH as a virtual group.

The last part of the table is dedicated to the findings concerning the group`s development. Tuckman`s model for analyzing a group development consists of four levels – Forming, Storming, Norming, and Performing. According to Tuckman, every group must go through all these stages in its development process, and the growth is never linear.

The conclusion from the table shows interesting milestones that are important in the overall analysis of the virtual networking platform that has evolved, such as the first magazine that was published, the first significant personas from architecture universities that seek information, and new members that request collaboration with Team 10`s activities.

The nature of the B.P.H. has significantly changed over the years, at its highest peak, 43 letters from different sources in the world, informing about various topics, have been published in the B.P.H. issues. The B.P.H. can also be viewed as a professional network, for making interdisciplinary connections with organizations, universities, and individual architects from all over the world.

I represented my conclusions in three main graphs.

1. The growing reputation in the number of letters

   It shows the general growing tendency and consequently represents the growing reputation of the post box as a virtual network.

2. The stages of development of Team 10 as well as B.P.H. postbox

   It visualizes the non-linear process of development that Team 10, as well as the B.P.H. has experienced over the years, as shown in the publications, and in the interpretation column of my analysis table.

3. Reflecting the stages of the development in a timeline

   The post-box, in less than one year, has reached a peak of performing, which is expressed in the way in functions. The system proved itself to be efficient and necessary. Bakema`s system and use of the post-box proves his great administrative qualities in management.

It is outstanding to notice a network virtual group performing for so many years in high level without crisis, once Bakema established his system.

My study shows the astonishing power that the postbox had as a network virtual group prior to the internet era, indicating its importance in the history of professional networking in the architectural field, which resembles today`s professional network LinkedIn.

Particularly interesting is the phenomenon that from being almost a naive means of communication between Team 10 members, it has become a stage in a virtual conference room, when one is lecturing, the others are listening, and are welcome to start a discussion and give and receive feedback.

Introduction

I developed the idea for this thesis following my general perception as an architecture student. In my perspective, the profession is mainly characterized by individual work. Although we do studio works in collaboration, I still lack the feeling of being part of something bigger. I feel the desire to be part of a professional community/group that contributes and is enriched by the individuals. History, especially over the last one hundred years, teaches us that groups of architects have risen and fallen, with gifted and diverse influences on the development of the world of architecture, in terms of settlement and urban development, on both the theoretical and practical level.

One of the aspects that particularly interest me is the development of avant-garde groups in the post-war period. I found out that there were diverse groups that went in different directions in terms of their attitude, ideology, and means of communication. The *Situationist International,* for example, was a social revolution movement consisting of political theorists, artists, and intellectuals, their ideas were primarily a critique of the capitalist world and the consumerism that spread in Europe after the war.

In the architectural field, Team 10, a group of famous international architects was formed around 1959. Their main reason for the gathering was as a countermovement to the C.I.A.M., in which all of them were former members. What is interesting and unique about Team 10 is that it is a group consisting of individuals, each successful on their own, who for twenty-four years of activity, maintained faith in the group and the ideology to which they felt belonged.

I wondered 'How does a group form?' I started by investigating the difference between *a collection of individuals* and *a group*, and in the specific case of Team 10, what is the difference between *a group* and *a team*, as they specifically defined themselves as *Team 10*. Therefore, I started with the analysis of their goals, what bond them together, their group structure, whether there was a hierarchy or leader, and the means of communication they chose, as a tool for expressing thoughts and ideas, and in addition the effect of these parameters on group existence.

I chose a well-known model of stages of group development (Tuckman, 1965) to describe the development stages of Team 10, along with the development of the Postbox as a virtual group.

As I read more and delved into the subject, fascinating and interesting questions arose, such as, does the historical context has an impact on the motivation of individuals to unite, and the personal experience of each and every one of them with the disappointing social structure of the C.I.A.M. combined with the charismatic leadership of Le Corbusier. The post-World War II period is characterized by major socio-political changes such as the fall of totalitarian regimes and the eruption of a democratic cultural current. Along with, Urban plans with major structural changes, such as urban expansion combined with war restorations initiatives, as well as technological developments.

I conducted the research in different means, reading articles and books written about Team 10 and also, those written by their team members (e.g. Alison Smithson), but mostly, the 18 issues published by Bakema under the name *B.P.H. - Post Box for the Development of the Habitat*, which are kept in the archives of *Het Nieuwe Institute* in Rotterdam. The post box was established initially as a means of communication between team 10 and whoever was interested in contributing to the development of the Habitat, but later the whole meaning of the postbox has changed as it became a network for international contact, collaboration, and information exchange.

The uniqueness of this work is expressed in the deep archival analysis of the content of the publications and letters from different points of view. Analyzing the data published in the postbox, referring to it as a dynamic, live, virtual network along with the development of Team 10 as a group.

Chapter 1 – Historical context

To thoroughly understand the development of the - Post Box for the Development of the Habitat, and its power, it is important to talk about the founders, the Team 10 group, and the background of their development. Two important aspects directly affected the decisions they made during the group formation stages. One of them is the historical point in time in which extensive socio-political changes took place, which seems to have directly affected the desire to unite and act for change. The second aspect is the fact that every one of Team 10`s members was a member of the C.I.A.M. organization before, which instilled in them the ideology of certain organizational methods they pledged to change.

Post-World War II period

The year that Team 10 was officially established was 1959 and was characterized by the post-World War II resolution spirit. After the fall of totalitarian regimes, socialism spread throughout Europe leading to the strengthening of the middle class and many European countries adopting a democratic model. Various plans for urban development and post-war city restoration have gained momentum, and architects were being called to the forefront.

The rise of avant-garde movements was also a big characteristic of that period, as social changes called for the young people to express freely their minds. Some movements were more political than others, some have chosen to march and fight the system while others were trying to plan their future within the changes.

C.I.A.M.

The C.I.A.M. - International Congress of Modern Architecture, which was established in 1928, by three architects – Le Corbusier, Hélène de Mandrot and Sigfried Giedion. Within the C.I.A.M. inner national groups had been formed, such as the Italian group, the Dutch group, MARS, the Algerian group, and more.

Team 10 was a group of successful architects from different parts of the world, who have attended the C.I.A.M. congresses which was the source of their acquaintance. They developed an understanding between them that there are issues regarding the development of modern architecture that were not discussed in the congresses. This conclusion led them to act and gather in a smaller group and unite for the ideology they aspired to lead. It was well known that the C.I.A.M. was an established and rigid organization that did not give options for innovation on the part of the older generation of architects who directed it.

It is important to note that not every architect could attend the congresses but needed to be invited to participate. The meetings were conducted in a meticulous and organized manner, in the form of long days of ongoing discussions. Indeed, the reputation that C.I.A.M. had during

the peak period spread throughout the world and the attention that was paid to them was incomparable.

After the end of the official activities of the C.I.A.M. in 1959, which took place around the time Team 10 was established, the personal and professional experiences of each and every one of the Team 10 members regarding the activities at C.I.A.M., along with the significant socio-political changes that took place, have influenced the establishment of Team 10 and consequently the B.P.H.

Chapter 2 – Team 10

From the establishment of Team 10, they chose to advocate a democratic manner.

The first aspect is - leadership, and it is strongly connected to the fact that the group arose without a clear leader. This point is of great importance in analyzing the roles of Team 10 members, which has led to the assumption that after being raged by C.I.A.M.`S conduct and its totalitarian leadership, they aimed to maintain equality between team members rather than give power to one person or an internal group.

The original Team 10 members were composed of the core members: The Dutch architects - Jacob B. Bakema and Aldo van Eyck, Greek-born architect Georges Candilis, American architect and Urban planner Shadrach Woods, and British couple Alison and Peter Smithson.
Later they were joined by: The Italian architect Giancarlo De Carlo, the Swedish architect and urban planner Ralph Erskine, the Latvian-born architect Jerzy Soltan, the Spanish architect Jose Coderch, and the young British architect John Voelcker.

Their multiculturality and diversity are directly showing that as opposed to any inner group developed inside the C.I.A.M., they were establishing a new form of an international *team.*
Out of them grew the informal administrative leader who strives for equality and globalization of the organization - Jaap Bakema. Alison Smithson argued. She aimed for a small organization, ambitious to reach achievements. (Pedret, 2013)

The second aspect is - the nature of the communication between the group members. While Team 10 members have been accustomed to face-to-face encounters since their C.I.A.M. days, they continued to hold events that were endowed with an informal atmosphere. Although the main purpose of the meeting was to discuss professional developments, the nature of the meetings was friendly and full of activities. The dynamic among the team members was of partnership, and not necessarily competitive, which created a sense of reciprocity between team members, and they turned to each other for self-critique.

The informality of the meetings is expressed clearly in Alison Smithson`s book as she described the meeting in *Bonnieux* for example – "Meeting sitting on terrace before house. Slide show in end room in house ..., drawing pinned up in living room of house … and on outer face of doors." (Smithson, 1991)

Figure 1, Archives Alison & Peter Smithson*, Team 10 meeting in Bonnieux,* 1977, Collection Het Nieuwe Instituut TTEN f16

At the same time, as Team 10 started their collaborative activity, the Post Box for the Development of the Habitat – B.P.H., was established, in which they intended to discuss mainly the development of Habitat. Jaap Bakema volunteered to bind and send to the group members the content to be received in the mailbox located at his address, thus maintaining a continuum of exchanging ideas and opinions between everyone. This mailbox has had major implications for the development of the group. Particularly interesting is the development process that happened to the postbox itself, as it starts to develop as a living organ from being a communication tool, to a platform for making international networking.

As part of the issues publications, Team 10 spread information and summaries of their recent meetings, as well as suggestions for future meetings, locations, and topics to be discussed.

Jaap Bakema was never considered the leader of the group, but more of an administrator.

One of the group members, Alison Smithson, a key figure in Team 10, undertook to publish books documenting the group's activities. The first book she wrote on Team 10 was *Team 10 Primer*, first published in 1961 (which was later updated twice more in 1963 and 1968), and later another book *Team 10 Meetings*, published in 1991. With the publication of the books,

Alison expected to leave a footprint of Team 10 in history, while describing in depth the nature of the group's activities. With the release of the first book, it seems she wants to establish Team 10 as part of the international game, as the first paragraph describes explicitly their aim:

"*...Team 10 is a group of architects who have sought each other out because each has found the help of the others necessary to the development and understanding of their own individual work ... Team 10 is of the opinion that only in such a way may meaningful groupings of buildings come into being, where each building is a live and a natural extension of the others. Together they will make places where a man can realize what he wishes to be...*" (Smithson, 1991)

The importance of this book to the establishment of Team 10, is to the fact that at that period there was a lot of uncertainty about the continuation of the C.I.A.M. and what exactly the goals of Team 10 were.

Another important publication from 1961 is the book '*CIAM 59` in Otterlo*`, written by Oscar Newman that enhanced Team 10`s status in the architectural field. The Book was requested by Jaap Bakema for Otterlo participant in that meeting. It also holds an important significance for the post box realization. For the first time, there is an outsource publish that states the establishment of the B.P.H as a communicational method. This book was to be sent to all forty members that were participating in the meeting in Otterlo. The post box first appears in the book on page 7 in the preface written by Oscar Newman "... the creation of a post-box for the purpose of maintaining communications between colleagues and of gathering and disseminating information … the post box is open to letters and articles from all architects throughout the world." (Newman, 1961)

On page 221 Newman presents the official declaration that was previously sent by Bakema to the B.P.H. mailing list in 1959 (right after the meeting) in issue number 1.

Chapter 3 - The B.P.H. archive

The B.P.H. archive is stored in *Het Nieuwe Instituut* under the personal archive of *J.B. Bakema*, it is located in the part of C.I.A.M./Team 10, BAKE.I 10301019 is dedicated to the **Boîte Postale pour le development de l'Habitat** (B.P.H.), 20 September 1959-1981.

These documents are located, stored, and restored in Rotterdam, because Jaap Bakema, a Dutch architect that lived and had one of the biggest architecture offices in Rotterdam, was the organizer and publisher of those issues. I was told that part of the archive that belongs to the Smithsons was brought by their son, Simon, which enriched the information this archive holds and provided vast research.

After a tour of the archive's deep and hidden corridors, it was clear to me that conducting research on the history lying in between those shelves must be a different experience than reading books and articles written from someone else`s point of view.

Specifically, the B.P.H. publications are naturally clear and easy to read. The 18 issues were typed on a typewriter, sometimes on papers in different colours, such as red, blue, and yellow. Each and every one of them, besides the first issue, has the title *Boîte Postale pour le development de l'Habitat* (B.P.H.), in three languages – English, French, and German.
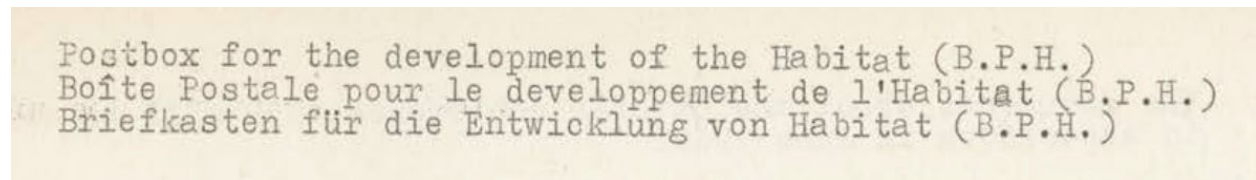

Figure 2, the title of the issues, taken from Issue N.2

From the moment that the B.P.H started functioning as its global purpose, around the fifth publication, more letters started to arrive at the post-box. Bakema developed a categorizing system. He divided the content into a table with 4 columns – Name of the author, Subject, Date, Main point. While on the top left part of the paper, right under the B.P.H title, was written the date it was published, and the sequence number of the issues.
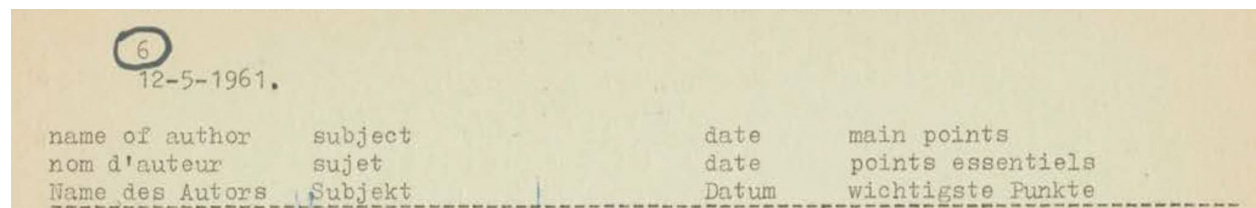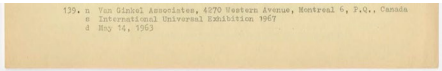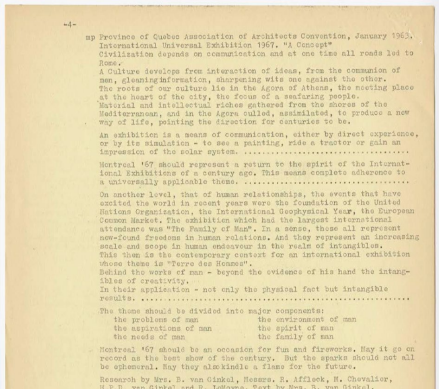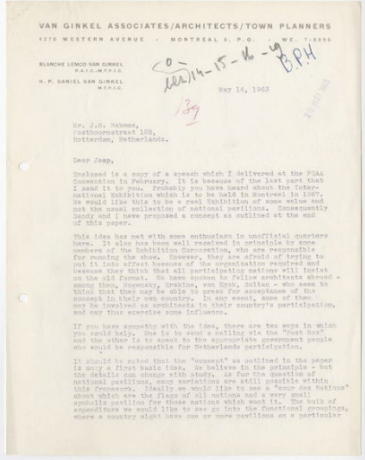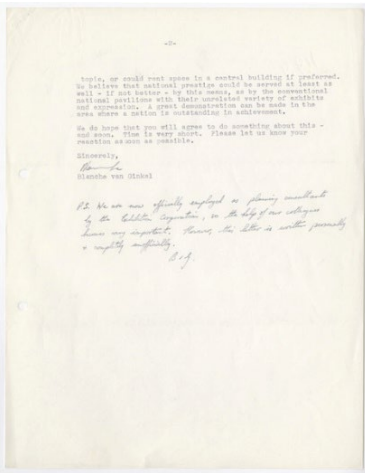

Figure 3, categorization system, taken from Issue N.6

This system that Bakema followed is very efficient in spreading the information in a manner that would be easy to read and analyse. Not only for the people receiving the issues then, but also for me, as the future researcher of this archive.

Bakema, as I can imagine, has dedicated a lot of time and effort in summarizing, preparing, and sending all the content he received to his mailbox over the years. Reading all the 18 issues he published, I encountered that sometimes there is only one line description, and sometimes the full essay appears. I was wondering if it's related to the length of the letter, or if he interfered with personal preference to which content was more important to distribute.

In the following table I compared the original content that was sent to Bakema:

Bakema`s publication	Original content	Comments
Figure 4 letter number 139, from issue number 11, pages 3 *Figure 5 letter number 139, from issue number 11, pages 4*	*Figure 6 original letter from Van Ginkel to Bakema page 1* *Figure 7 original letter from Van Ginkel to Bakema page 2*	The content of this letter is not summarized and published to the mailing list because of the personal request of the sender, Van Ginkel. I lack to find the original copy of the enclosed speech that is stated in the original letter, but that was the only part Bakema actually publishes in issue number 11, pages 3-4.

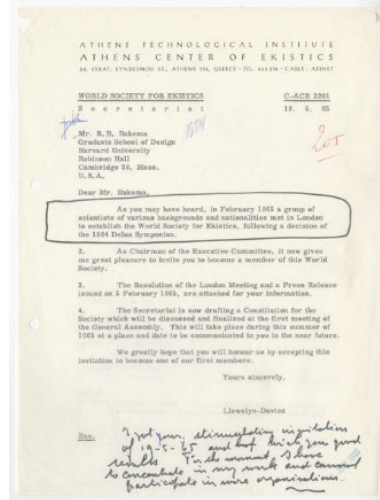*Figure 8 letter number 205, from issue number 13, page 5*

Figure 9 original letter number from the Athens Technological institute

While reading the original letter I immidiatly recognized that one of the paragraphs is circle with a black pen. That is the exact paragraph that Baekam chose as a short description for this letter. It was published in issue number 13, page 5.

Chapter 4 – the B.P.H. analysis

Along with analysing the development of Team 10 and its stages of development as a professional group, led me to analyse the B.P.H. as a virtual group. Through the analysis of the publications of the B.P.H. I will point out the stages of development of this virtual group as a professional network and as a live organ. I would like to emphasize that it is quite amazing to see the power of the mailbox as a media, linking professional individuals internationally. Its power manifests itself on many levels, professionally, and personally, with educational institutes including ivy league universities (Harvard and Columbia) and with professional journals.

The BPH has become at its peak a powerful, well-known, source of communication, the drew attention not only in Europe but globally. All this happened prior to the networking method we are well acquainted with today such as LinkedIn.

When analysing the evolution of Team 10 I used Tuckman's Four Stages of Group Development. The process for any group forming is passing through those 4 stages of development which are – Forming, Storming, Norming, and Performing. The process is never linear, and it is inevitable for any team in order to grow, face up challenges, tackle problems, find solutions, plan work and deliver results. (Bonebright, Denise A., 2010, pp. 111–120.)
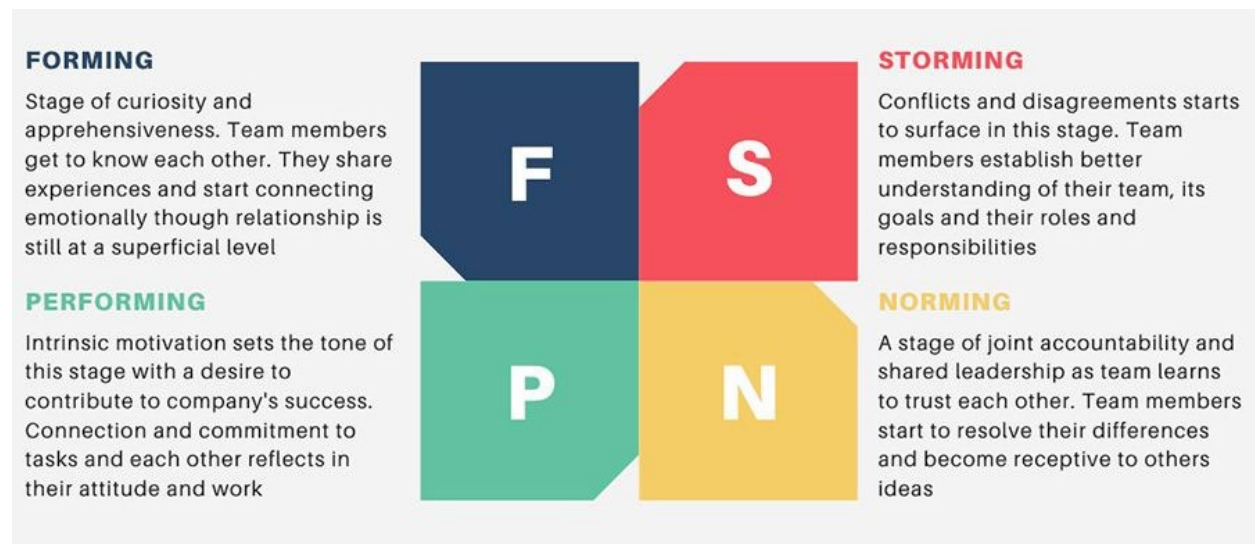

FORMING
Stage of curiosity and apprehensiveness. Team members get to know each other. They share experiences and start connecting emotionally though relationship is still at a superficial level

STORMING
Conflicts and disagreements starts to surface in this stage. Team members establish better understanding of their team, its goals and their roles and responsibilities

PERFORMING
Intrinsic motivation sets the tone of this stage with a desire to contribute to company's success. Connection and commitment to tasks and each other reflects in their attitude and work

NORMING
A stage of joint accountability and shared leadership as team learns to trust each other. Team members start to resolve their differences and become receptive to others ideas

Figure 10 Diagram of Tuckman`s 4 stages for group development

The four stages for group development are-

1. <u>Forming-</u> The team members meet and start to form their goals, but still, feel quite independently motivated. This is also the stage when some would try to test boundaries, create rules, and define organizational standards.

2. Storming- the second stage is characterized by the conflicts that arise from the comfort each group member feels in exposing his true self. They learn how to work as a team after being each an independent individual. In this stage "...participants form opinions about the character and integrity of the other participants and feel compelled to voice these opinions if they find someone shirking responsibility or attempting to dominate. Sometimes participants question the actions or decision of the leader as the expedition grows harder..." (Raynolds, 2007) in order to move to the next phase all team members should resolve their differences in order to participate efficiently.
3. Norming- this stage arrives after the group resolves the disagreements, which results in greater connection. They share a common goal and co-operate efficiently towards the desired outcome which is the success of the team.
4. Performing- In this phase, the team members are able to resolve issues themselves without getting into unnecessary conflicts.

The term Networking, according to *Merriam-Webster* is "the exchange of information or services among individuals, groups, or institutions. specifically: the cultivation of productive relationships for employment or business"
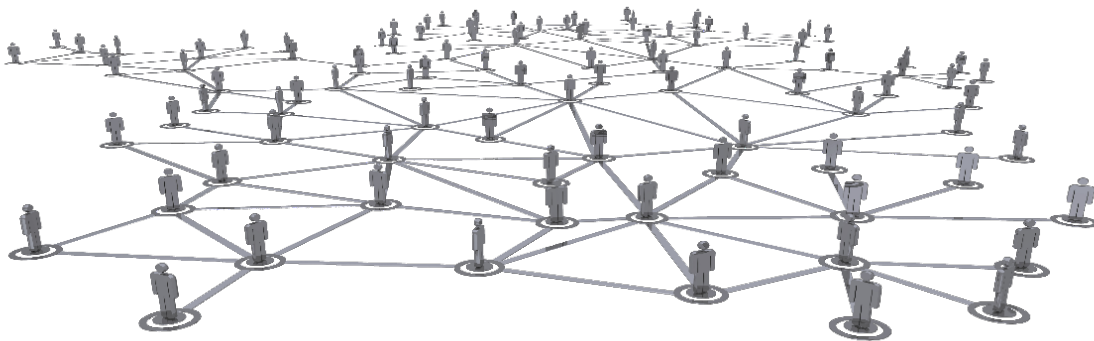

Figure 11 Networking illustration

Summarizing the data

In the following table, I summed up the main topics in each of the publications and I highlighted the stages of development, the main themes, and the growing power of the BPH as a virtual group.

The first three columns from the left are showing the basic data of the 18 publications – the number of the issue, the date it was published, and the number of letters that are summarized in it.

In The fourth column I summarized the main topics of each issue, and in the fifth column are my interpretations of the content according to Tuckman's model of group development stages, analysing in parallel the stages development of Team 10 as a group, and the BPH as a virtual group (Network).

Number of Issue	Publish date	Number Of letters received	Main points	Interpretation
1	20.09.1959	-	Just a memo by Bakema- After the conference in Otterlo in 1959, the conclusion is that it is not possible to talk only about more modern architecture but to develop a comprehensive approach to human HABITAT. Began to start BPH as a way of communication.	**(Team 10) Kick-off**
2	04.05.1960	20	The first letter detailing the list of letters received so far (three columns - Name, country, subject) Bakema asks everyone to send towards 1961 the issues they would like to talk about and who wants to organize the next meetings - cooperative leadership.	**(Team 10) Forming – the base of an organization and shared leadership**
3	05.08.1960	-	The issue - intended for participants in the Bagnols-sur-Cèze Conference July 1960. A statement of what was decided at the conference, that each person will personally record his findings and write down the questions that interest him. Written in 3 languages, there is no detail about the letters received in the mailbox or a summary of topics. More like a memo, it does not carry the character of the rest of the sheets	**(Team 10) Norming - standardization**
4	27.12.1960	25	Magazines and reviews: None Collaborations: None General publications: Several responses on the previous postbox letter	**(Team 10) Storming - conflicts arising** **(BPH) norming - creating vision for the mailbox**

			Team 10: List and summary of all letters received at BPH. Suggestions for topics to talk about at the next meeting after Bagnols-sur-Cèze. Support for a topic that came up in Otterlo, and pilot the letterbox (It seems that the main things are about the last meeting and future meetings. The mailbox is not yet used as a platform for spreading ideas yet) Bakema's long response to a problem that arose after the meeting in Otterlo due to the disagreement of some of the participants on the group's activities. (Many small children) More general consensus on the ideology, development of the concept of modern architecture, and aspiration to overuse the mailbox.	
5	27.01.1961	6	Magazines and reviews: None Collaborations: Franco Albini (would like to stay in contact with the work of team 10) General publications: Several responses on the previous postbox letter Team 10: **An official letter** Organizing the main ideology in the parameters to unite the group behind the same principles. Answering questions that have arisen from all sorts of directions, about Tim 10's aspiration to be a body detached from the C.I.A.M., or about the rivalry created between the two bodies. Responds to a letter sent to him by Gropius. SELF CRITICISM	**(Team 10) back to forming – and establishing foundation. Sharing the ideology (BPH) performing – functioning for the Team 10 for communication**
6	12.05.1961	12	Magazines and reviews: **Le Carré Bleu** Collaborations: Team 10 – decided to work together, would like to confront their work with the results of other individuals or groupwork on similar projects. General publications: UNESCO (writing several letters asking about international groups working on the development of the habitat)	**(BPH) Norming- Establishing the postbox importance (Team 10) Performing- Uses the postbox content to propose a meeting face to face for confrontation**

			Team 10:	
			Several letters concerning the development of Team 10 after C.I.A.M..	
			The issue was signed with a statement by Bakema (Architects from various places such as Japan, St. Louis, London, Cologne, Paris, Helsinki and the Netherlands, sought after the 1959 conference how to express in the architecture the growth and change of the habitat. After 6 letters, the need for analysis and comparison of the individual and group works between the years 59-62 is evident. Offers a meeting at 62. The location for the selection of participants.)	
7	31.07.1961	12	Magazines and reviews: Le Carré Bleu (N.1)	**(Team 10) Performing - focusing on a specific subject for the next meeting**
			Collaborations: John Voelker commenting on Maki`s thoughts on collective form (postbox letter 54)	**(BPH) performing**
			Anne Bruce (ass. librarian of Nova Scotia techn. College, Canada. Want to have contact with the post box)	
			General publications: USO International first conference in new Delhi (stating their aims)	
			UNESCO are asking to receive information on what is left of the C.I.A.M..	
			Tom J. Holzbog (Opinion essay about a Situanists Architecture)	
			Letter by Bakema (responds to a presentation by Jorzy Hryniewiecki)	
			Team 10: All sorts of letters are coming in, some are still responding to the disintegration of the C.I.A.M. , some are making suggestions about the future meeting - as Bakema asked in the previous letter. Alison Smithson (sends a program for the meeting in London)	
			The letter was signed with a statement written by Bakema - After the conference in July, it was decided that a broader meeting was needed than there had been before, in Otterlo to be held in 1962.	

			Asks to let him know about international groups created to see how this affects dealing with today's problems. Bakema Proposes the problem of the Amsterdam-Antwerp-Colon triangle as a population problem to be discussed at the next meeting.	
8	31.12.1961	15	Magazines and reviews: None Collaborations: None General publications: Full-length article- IT IS NOT GENIUSES THAT WE NEED NOW Only after gaining practical experience can anyone develop theories. Team 10: The letter was signed with a statement - Bakema has received a number of inquiries about the dissolution of the C.I.A.M., and he draws attention to a book - Otterlo 59, which clearly states the establishment of BPH as a means of communication for those still interested in developing architectural ideas with others. The Team 10 group that first met in full force in 1955, is in charge - Candilis, coordinator - Bakema, friends - Erskine, Van Eyck, Grung, Walker, Woods, Smithson, Sultan. Quote of their main purpose "", so far Bakema has not received any mention of other groups operating after the C.I.A.M.	***(Team 10) (BPH)** **The full length article, distributes an opinion, attitude** **Message of attitude towards architectural** **Seeds of self critique** **(BPH) norming -** **Stronger understanding and expanding the platform for ideas**
9	01.06.1962	11	Magazines and reviews: None Collaborations: a lot of people send reviews of the book Otterlo 1959- The fact that they decided to publish the course of the meeting in Otterlo 59, shows how open they were to criticism. Do not hide what happened in their meetings or publish an edited document with parts of findings. General publications: Full-length article - LINKAGE IN COLLECTIVE FORM, REPORT NO.2 USO International first conference in new Delhi (stating their aims)	**Significant self critique (Team 10) – performing, communicating about the next meeting** **(BPH) – performing Normal correspondence with adequate summaries. One full length- why?**

			Team 10: announcement about the theme of the next meeting in 1962.	
10	02.04.1963	22	Magazines and reviews: CCUNESCO (First time) EKISTICK (Bakema publishes an article) Le Carré Bleu Collaborations: Edgar Kaufmann (The Letter Exchange for Design Exploration – design initiative) General publications: Washington University (summary of a meeting about a new path for `education for urban design`) University of Adelaide, Australia (asks to receive material on Team 10 results.) Bakema answers on the same place with a relevant reference list. World Health Organization (wishing to receive a copy of Carte Athens.) Team 10: The **book - PRIMER** is published. Publishes the opinions of Team members and their development due to the connection with other colleagues. There is no summary of Bakema at the end of the issue	**(BPH) performing-Strong reputation, collaboration with other magazines. well known** **(Team 10) norming – The book Primer is describing to the public their goals and actions**
11	14.11.1963	33	**Bakema changes his catalog method, instead of a table with columns, the information is edited in paragraphs.** Magazines and reviews: CCUNESCO Le Carré Bleu Arquitectura 63 (asks kindly to publish the magazine in the mailing list, the price is 7$) Collaborations: THE NEUTRA SOCIETY (seeks to subsidize a CONTACTS page where professional and non-professional architects, friends, or foreigners, can share ideas and discuss to create an educational model. In their view, changing the search for answers to new problems can only arise from sincere and genuine cooperation. From all corners of humanity for our survival.)	**(BPH) norming-Change of the system** **(Team 10) performing-More people want to join.** **Getting invitation to participate in congresses.** **Stating their main focus.** **Summery of the last meeting with a conclusion.**

			Edgar Kaufmann (The Letter Exchange for Design Exploration – design initiative) General publications: Joseph Esherick, professor at university of California (about an exhibition) Van Ginkel Associates (essay on the future international universal exhibition 1967) Rietveld will design the Van-Gogh museum in Amsterdam Le Corbusier will design the XX century Art Museum at Place de la Defense, Paris SPACE, TIME AND ARCHITECTURE By Giedion. Wondering how modern man was created. World Health Organization (are thanking Bakema for sending them a copy of Carte Athens.) Full-length article by Yona Friedman Team 10: Indicates twice item n.144 regarding inquiries from various authors. Item 144: an invitation to the CIB 3 by the international council for building Research- Bakema declines the invitation that regard for all Team 10`s participation, and states what is the only subject they are focusing on. Summary of the meeting in Paris by Bakema (Team 10 decided to work on a real project in full collaboration.	
12	20.08.1964	22	Magazines and reviews: WAY (are thanking Bakema for the article he published in their magazine) CCUNESCO Le Carré Bleu Collaborations: Sally-Oppenheim Architects seek to maintain close contact for future collaboration. Richard Saul Wurman (asks for any criticism of the book he has written on settlement)	**(BPH) performing – Universities approach for connection with the BPH** **Writers are asking for mass review- from the crowd** **(Team 10)** **Performing**

			Theodore Larson, a professor of Architecture at the university of Michigan. (Full article- for review purposes) General publications: Hans Hollein from Washington University, School of Architecture, asked to present a project of someone else from the university, who deals with the urban development of a city in Italy (I have the images) In 1964 Rietveld died Team 10:	
13	09.09.1965	34	Magazines and reviews: WAY CCUNESCO ATI (Foundation of the **EKISTICS ACE,** a scientific research group.) Collaborations: Sally-Oppenheim are once again reminded of their interest in maintaining contact. Architecture institute "Ion Mincu", Bucharest (exchange of publications, sends a copy of the first issue they publish with the works of students and lecturers) Marco Vinograd (exchange of opinions with Argentinian architects, is particularly interested in contacting members of the Team 10 group after seeing their publications in other medias) Invitation to be a spectator at the third USI conference in Delhi General publications: University of Southern California, School of Architecture (Division of Building Research) congresses CIB 3 – although Bakema made it clear in issue number 11 that Team 10 do not intend on participating, he is publishing the details in the BPH for those who are interested. Oscar Singer (private booklet publish to the mailing list)	**(BPH) preforming-Global networking – breeching Europe to Buenos Aires** **Educational – TI Romania,** **Networking – review of new books** **(Team 10) – Norming – book Team 10 Primer Performing – new meetings, new members.**

			ARCHITECTURE ET AMICITIA, (publishing a topic to discuss and ask anyone interested to send them materials) Team 10: TEAM 10 PRIMER (book by Alison Smithson) Next meeting in Berlin (suggestion that the discussions will be on participants' current projects) Message to Team 10 – to the upcoming meeting later that month. It is written as any other letter summery and not in a separate paragraph – why?	
14	15.06.1966	31	Magazines and reviews: WAY Forum EKISTICS CCUNESCO Le Carré Bleu ATI.ACE Wordende wereld magazine Archigram Collaborations: Atelier Talati (from Delhi is looking for the activities of the C.I.A.M., even though he is writing for BPH, he asks about the meetings and a possibility to present their works) General publications: A professor from Harvard (shares academic studies they are developing, and how it promotes the study of the habitat. Offers a method of communication that develops the individual and the group and the goal of everyone) project contest (originally from the newspaper Domos regarding Prefabricated Elements.) Team 10: Ostrich Architecture Student Organization (among which he also published in Bakema and other members of Team 10) Exhibition in Amsterdam (that will show Bakema and Van Eyck's plan for the future expansion of Amsterdam)	**(Team 10) – norming Still people asking about C.I.A.M. (?) -Performing (BPH) – performing Educational-Connections with prestige ivy league universities -Harvard**

			International exhibition (for which Van Eyck designed the pavilion)	
15	05.01.1968	43	Magazines and reviews: CCUNESCO WAY Forum EKISTICS Arena New Babylon Bulleting ATI.ACE ACE Collaborations: non-governmental organizations (Turn to Team 10 some for participating in various studies, or joining counseling on various issues) Environments inc. (request to join the mailing list of Team 10) TOUCHSTONE (requestion documentation on a specific subject) General publications: Various books and publications Instituto Universitario di architettura Venezia (student projects) Massachusetts Institute of Technology (publication) American Institute of Planner (Summaries of conferences that Bakema and several other members of Team 10 attended) Comune di Firenze congress (Bakema participated) Universita degli studi di Bologna (manifesto) Interesting - the letter that seals the issue by Swedish architects protesting the Vietnam War and calling for empathy and worldwide resistance for a change in the future in which we live Team 10: A small memo about Team 10`s Paris meeting, with no summary or outline.	**(Team 10) performing Prestige reputation** **(BPH) performing Political involvement concerning Vietnam war**
16	02.01.1969	38	Magazines and reviews: TOUCHSTONE (A low-budget magazine that asks for Team 10's opinions, as well as financial help)	**(BPH)performing Network -not only people, also magazines**

			Le Carré Bleu WAY ATI.ACE Michigan business review, the university of Michigan Cerres review Archigram magazine Collaborations: Columbia University (wants to be part of the mailing list) UN conference (Request for Team 10, if they are interested in attending the conference to fill out a questionnaire and return to the address) Interior Ministry in Rio de Janeiro (Request for assistance in research on urban settlement) John Paul Coban (personally asks Bakema to send him all the information and publications of Team 10, the mailing list and bibliography on C.I.A.M. and Team 10) General publications: CCUNESCO Bulletin UNESCO Bulletin 2ND conference on Industrial Architecture Budapest Publication of an international competition for the design of the future European city, lake Europe Change of addresses, new offices opening Gideon died unexpectedly in 1968 Book by Bakema (Arts and Architecture in the Netherlands) Team 10: *Team 10 Primer* is published for the third time, in 1968 - prints the entire opening paragraph of the book, with an official announcement of when Team 10 started, and who the official members are, and what their purpose in the association is.	**Change of addresses Education- Columbia,** **(Team 10) performing Focus on Team 10 again** **Primer- again**
17	02.02.1970	37	Magazines and reviews: Announcements of various new publications (books about art and architecture) ATI.ACE	**performing** **focus on Team 10 and Bakema**

			Le Carré Bleu Wordende wereld magazine CERES Review WAY Collaborations: Barry Lane, head of exhibitions at the Oxford Museum of Modern Art, (was interested in a book Bakema published, offering him a collaboration of sending ideas and exchanging letters regularly, and also, coming up with an intention for future collaboration) A student from the University of Utah (asking about the group, is interested in Habitat and C.I.A.M.) The Argentine Federation of Architecture is holding a conference and solemnly invites Bakema and other members from Team 10, there is a list. The latest letter is in Bakema's agreement to attend a conference in Argentina. Association of Engineers and Architects in Israel (first world congress in 1967, and future second world congress in 1970) General publications: CCUNESCO Bulletin UN bulletin the National Research council of Canada (sharing their developed research on the C.I.A.M.) foundation European de la culture AA school of Architecture in London (summary of the general meeting held in 1968) The American institute of Architecture The Indian Institute of Architecture Delftse School University of Surrey, London Team 10 **Team 10 meeting in London** (summary of the meeting in 1969 - they met just to see each other and talk about works)	
18	06.08.1971	32	Magazines and reviews: CERES Review WAY-Forum Wordende wereld magazine	**(BPH)** **Bakema is the focal point his announcement on**

| | | | | Washington University Magazine
Delos journal
EKISTICS

Collaborations:
The Austrian Association of Architects (thanking for issue number 17 sent to them, want to get all the previous issues as well as they refer to writing in them in their own publications)

Josef Lahmrock (thanks for an article, Bakema sent him, and adds articles he thinks will interest him)

Gary Slutzky (asks for a critique of his ideas both from experts and engineers who know how to say if it is possible at all and from other people who want to develop the idea)

The Le Corbusier Association (asking Bakema to oversee things in the Netherlands)

General publications:
CCUNESCO Bulletin
Peter Smithson (Article)

Team 10
Alison Smithson (writing regarding the Team 10 meeting in Toulouse in 1971, suggests the theme – REPETITION)

Ungers (updated the Team 10 members about his progress with arranging them to teach at Cornell in 1972)

Andre Schimmerling writes that he expects an agreement between them that the BPH content will go to Le Carré Bleu, and will be cataloged under AUTHORS and THEMES | **retiring, no successor for the BPH** |

Summary and Conclusions from the table

There is a big distinction between the first three letters which distributed solely Bakema`s announcements, without any indication of the functioning Network yet, apart from *issue number 2* which stated in a simple list of all the 20 letters he received and from who, with only a one-sentence long description.

Focusing on issue number 5, a specific letter drew my attention. The letter from *Franco Albini* from Milan, who requests to keep being updated on Team 10`s activity. It highlights that the

rumour has spread and the B.P.H. is starting to gain the credibility it seeks in order to efficiently serve Team 10`s agenda.

In issue number 6, another special event occurs. It was the first time that a magazine, Le Carré Bleu, was distributed through the B.P.H. The magazine issue that they sent to Bakema was directly related to Team 10`s activity. A publication containing an article about C.I.A.M. A publication of such content opens the door for other magazines to use this platform. Later I found other well-established magazines in the issues, such as the WAY-Forum, EKISTICS, ATI.ACE, Wordende Wereld magazine, and Archigram.

In addition, there is evidence that this platform has functioned as a professional network, enabling people from all over the work to reach out to their colleagues for advice and feedback. The topics vary, from book reviews to project evaluations, even organizations reached out to Bakema in a request for material on Team 10`s work and development. (e.g. UNESCO in issue n.6, Richard Saul Wurman in issue .12, and more)

In issue number 7, for the first-time educational connections were beginning to arise. It seems that the interest in the B.P.H. network has started to interest education institutes as well. The assistant librarian of Nova Scotia Technical College, Canada, Anne Bruce, requested to have contact with the post box. Later on, in the post-box have arrived letters from numerous universities around the world, including some Ivy League universities such as Harvard, Columbia, and Cornell.

The fact that the people receiving the letters are obviously people who chose to enter this network, and seek to read the information published in it, in issue number 7, for example, John Voelker sends specifically comment letter to Maki, specifying the letter number published in the previous issue (letter n.54) and the subject (on collective form). This kind of relations between the B.P.H. recipients is showing their commitment to using the platform for opinions distribution, although Voelker could probably send it directly to Maki.

The post box has become the stage in a virtual conference room, when one is lecturing, the others are listening, and also are welcome to start a discussion, while giving and receiving feedback.

Conclusion and Reflection

I represent three main conclusions in graphs-

1. **The growing reputation in the number of letters**

It shows the general growing tendency and consequently represents the growing reputation of the post box as a virtual network.

Until issue number 5, we can see an unsteady change in the number of letters, which I explain is by the unstable state of Team 10, which will be shown in the next graph.

Between issues number 9 and 10 we can notice duplication of the numbers of letters received. And since then, a stable increase in popularity with minor inconsistencies.

Issues number 15, 16, and 17, represent the peak of publications, which are the performing stages on Ream 10 and the post box as a virtual group.

Figure 12, A graph of the number of letters received. Own work

2. **The stages of development**

It visualizes the non-linear process of development that Team 10, as well as the B.P.H., has experienced over the years, as shown in the publications, and in the interpretation column of my analysis table.

The horizontal line represents the number of the issue, and the vertical line represents Tuckman`s stages of development- Forming, Storming, Norming, and Performing.

It`s astonishing to see that through issues 1 to 5 the BPH reaches stability quite fast and establishes its existence quite fast, as shown in the publication, Team 10 struggles with the establishment and reaches stability until issue number 6.
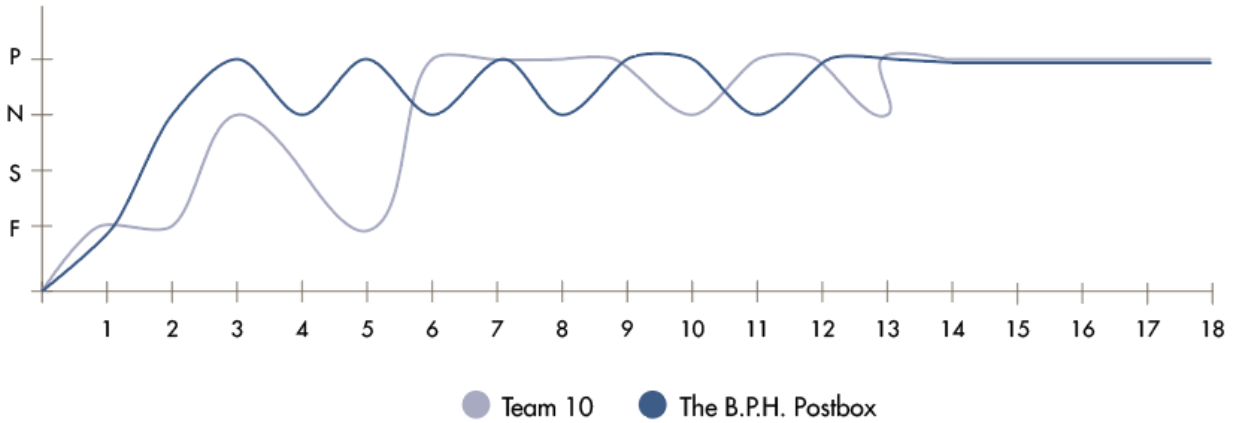
Figure 13, A graph of the stages of development analysis. Own work

3. <u>Reflecting the stages of the development in a timeline</u>

The post-box, in less than one year, has reached a in performance, which is expressed in the way it functions. The system proved itself to be efficient and necessary. Bakema`s system, and use of the post-box, prove his great administrative qualities in management.

He set strong foundations for the performance stages of the post-box. From issue number 3 until issue number 12, in exactly three years, we can notice a parabola, between norming and performing, and then there is a stabilisation of the highest peak of performing for the rest 7 years of activity.

It is outstanding to notice a network virtual group performing for so many years at a high level without crisis, once Bakema established his system.
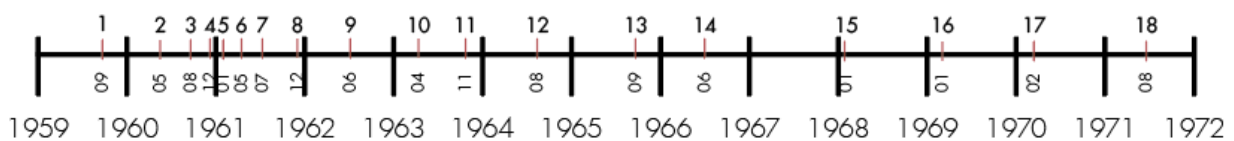
Figure 14, A graph of the publication's timeline, Own work

Looking back at the path I followed since I started conducting this research, it is quite astonishing in my opinion what I expected to find out and what I actually discovered. As I read more and discovered new aspects in this post box, I understood that there are so many processes will happen that we can not predict. I learned a lot about group development, as well as the role of networking in the architectural field, and consequently, I feel more secure in the path I establish for myself.

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