Group ING @ City Ups 2014, Christchurch, New Zealand
Being different as a Personality and being Design Unique requires Respect, Bravery, and Patience

VS.

What learnings from The New Zealand All Blacks Rugby team can be gleaned by tertiary Architectural Students in teambuilding and dealing with differences
The Festival of Transitional Architecture (FESTA) is a voluntary organisation that came into being after the devastating Christchurch earthquakes between September 2010 and February 2011 (the latter claiming the lives of 185 people).

“CityUps” was their 2014 version of the Event.
The Festival of Transitional Architecture (FESTA) was a group was set up to specifically to explore the CBD (Central Business District) voids before the ‘rebuild’ of the city could commence.
Group *ING*: 16 people strong.

Group *ING* (for ‘Inspire, Nurture, Grow’). *ING*’s composition was six female and ten male students, with nationalities ranging through Pacific Island, Kiwi, Indian, Vietnamese, Chinese and one Danish student. The group’s members ranged in age from 19 through to 25 years old.
Each student team was given a 15m (wide) x 10m (high) ‘frame’ (put together from scaffolding tubes and clamps). This was to be the students’ ‘canvas’, and their task was to design and erect an installation that explored how the city might rise up again from the shattered remains of a once bustling provincial city.

The test is: ‘Do people enjoy engaging with the object?’ [Rieger] (Harvie, 2014)
Negotiating different personalities within a group of tertiary level architectural design students requires many humane skills including care, listening, and tolerance.

Likewise designing (and constructing) a 1:1 scaled intervention within zero budget constraints requires listening to different (silent) materials, via careful hands-on trial and error iterations to discover which materials “talk” best to each other in order to resolve issues of structure and poetics.
There's more to *FESTA*'s CityUps than carnival, of course. For architecture students, it’s a chance to actually build something instead of drawing or fiddling with software.

‘Objects have to be constructed,’ says Rieger.”
(Harvie, 2014)
What has the playing of rugby got to do with a tertiary education design project?”

Building a team of different personalities from varying backgrounds is something the All Blacks pride themselves upon. The All Black’s approach is unique to this part of the globe, and many have tried to emulate their success, transferring learnings to other sports and even into the business environment.
Ornithologists say that a flock of Bar-tailed Godwits is 70-percent more efficient than flying solo.

The birds seemingly share the load, and no bird is left behind. Māori, (first nation peoples’ of Aotearoa / New Zealand), have a word for this sort of togetherness: *Whānau*. 
“Whānau can mean ‘extended family’”

Adapting Māori values and concepts to build a unique culture within the All Blacks seems to work. It is special to this land, to this place, to these people who dwell here.
When asked: “Do you feel your Group ING was rather like a large extended family?”, Emily responded:

“Yes definitely. At least this is how I felt in the group. We were quite an eclectic bunch of people – a range of ages, nationalities and personalities – but the project really bought all of us together working towards this common goal. Yes, we all had our strengths and weaknesses, and we all had different levels of motivation and enthusiasm for working on the project. I suppose since we were a group of 16, all of these differences and capabilities balanced out in the end. [Lone] was clearly our leader and he very naturally stepped into that position.”
Traditionally the All Blacks have had a captain to lead their team of 15 on the playing field. However, in recent years it has been noted that the burden of leadership can be too much for one person, and so the All Blacks now talk consistently about ‘the leadership group’, where the load is spread, individuals step up, and there is “less ‘me’ and more ‘we’” (Kerr, 2013).
Commenting on the shared leadership aspect, Dhruti from Group *ING* added:

“I think there was certainly a group of ‘leaders’ (the winning group [leader] and 3-4 others) that would lead meetings/tasks and they collectively made decisions.”
“I think that because we were such a diverse group there was a greater understanding/acceptance of the differences between us but I never felt that our cultural variation was a factor that affected the dynamics of how we worked – we all really cared about the project and so put our best efforts in to collectively make it work and we did work really well together because we all shared the same aim.”
(Dhruti, 2019)
As studio tutors, we were looking in at the Groups from the outside, treading carefully, not wanting to interfere too much with the student group dynamic...As tutors were just trying to encourage a hands-on learning environment, but in a hands-off way...The group members had to really find out for themselves, and hands-on crafting is one of the BEST ways to learn about materiality, and jointing.
The All Black team ethos revolves around a mantra of “Sweep the Sheds: Never be too big to do the small things that need to be done” (Kerr, 2013, p.2).
The ING Group lead [Lone] likewise amplified:

“There was definitely that sense and it helped that there were some highly energetic team members encouraging and pushing each other as the day went on. There were a couple of slackers and [some] complaints, but the team took them in their stride as we [all] wanted to just be able to finish strong.”
“The emotional rewards of craftsmanship holds out for attaining skill are twofold: people are anchored in tangible reality, and they can take pride in their work” (Sennett, 2008).
Holiday weekend brings out the pain

Spectators drawn to the light
If you the viewer has been part of a team, maybe a sports team, that became successful based on the sum of its parts, rose above adversity, ‘punched above its weight’, then you will know that magic, those sublime shared moments of accepting differences within the team (with each member having a role to carry out), when somehow the whānau and mana, (spirit) binds the different team members together to form a greater whole that overcomes the odds and performs successfully.