

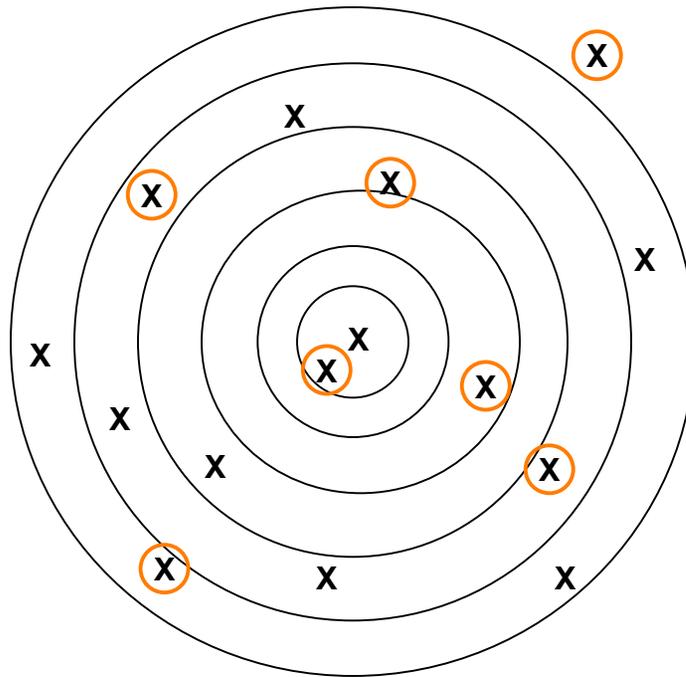
We Shape Our Buildings

"On the night of May 10, 1941, with one of the last bombs of the last serious raid, our House of Commons was destroyed by the violence of the enemy, and we have now to consider whether we should build it up again, and how, and when. We shape our buildings, and afterwards our buildings shape us. Having dwelt and served for more than forty years in the late Chamber, and having derived very great pleasure and advantage therefrom, I, naturally, should like to see it restored in all essentials to its old form, convenience and dignity."

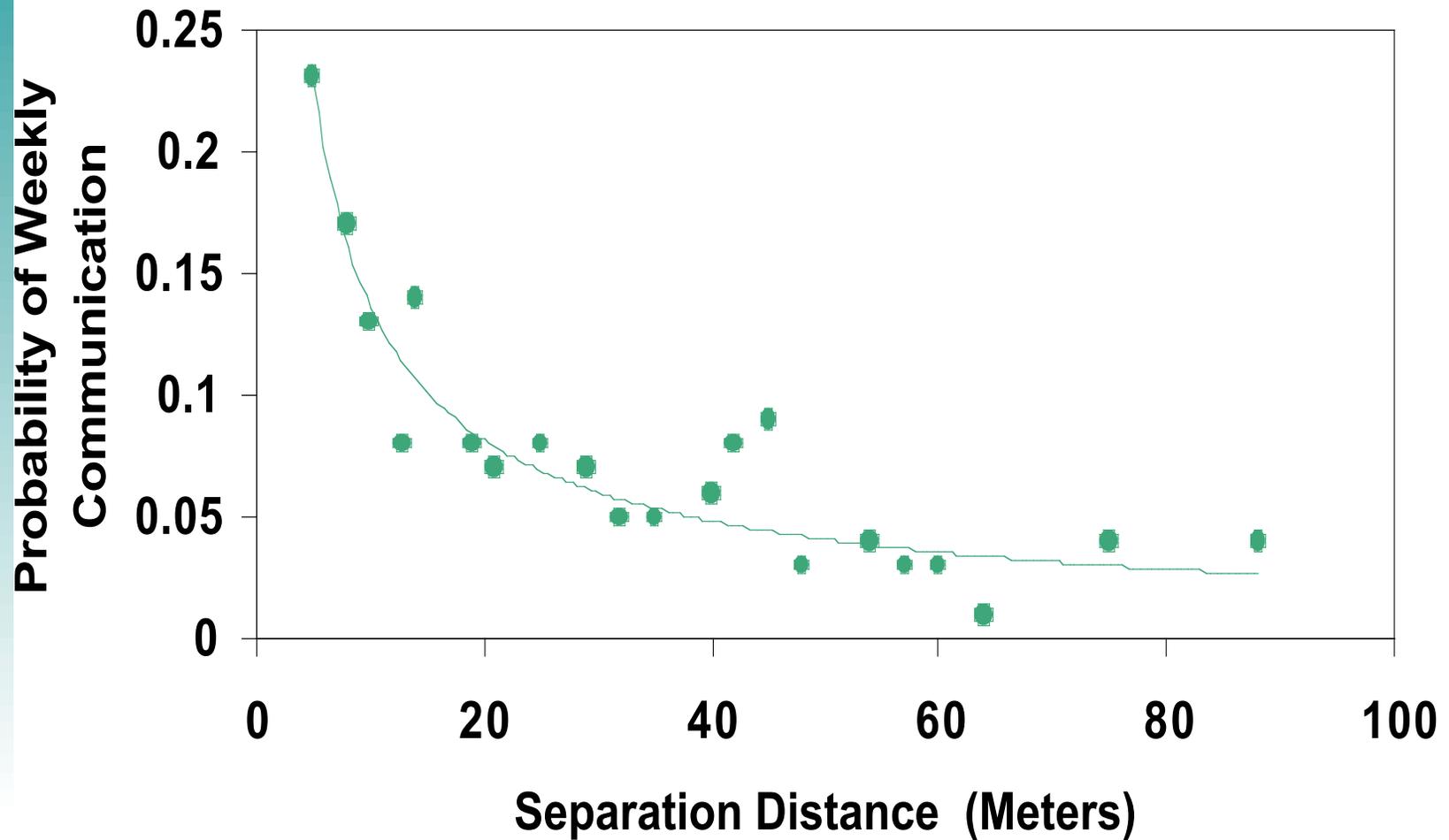
-WSC, 28 October 1943 to the House of Commons (meeting in the House of Lords).

Notes: The old House of Commons was rebuilt in 1950 in its old form, remaining insufficient to seat all its members. Churchill was against "giving each member a desk to sit at and a lid to bang" because, he explained, the House would be mostly empty most of the time; whereas, at critical votes and moments, it would fill beyond capacity, with members spilling out into the aisles, in his view a suitable "sense of crowd and urgency."

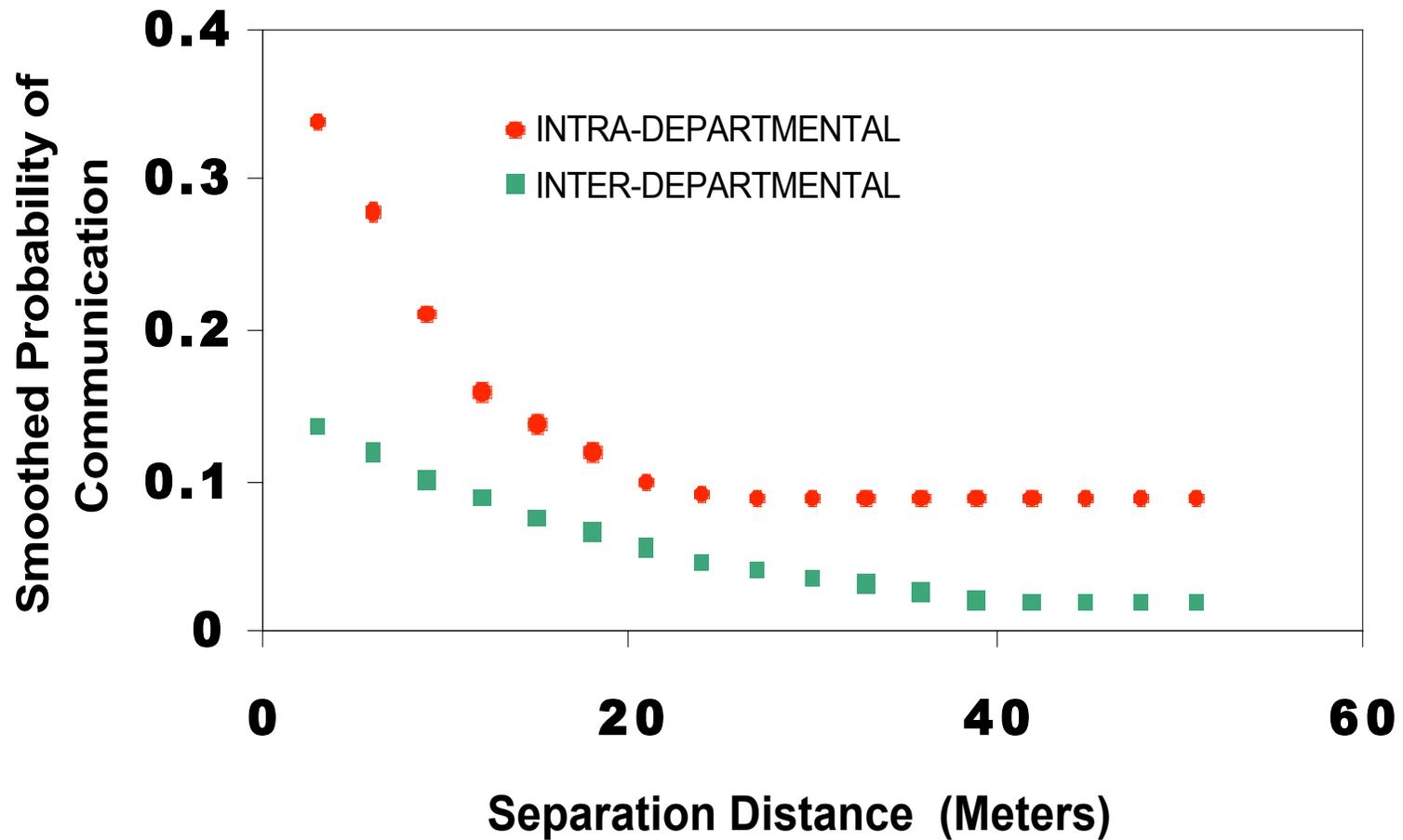
Proportion of Communication Partners as a Function of Distance



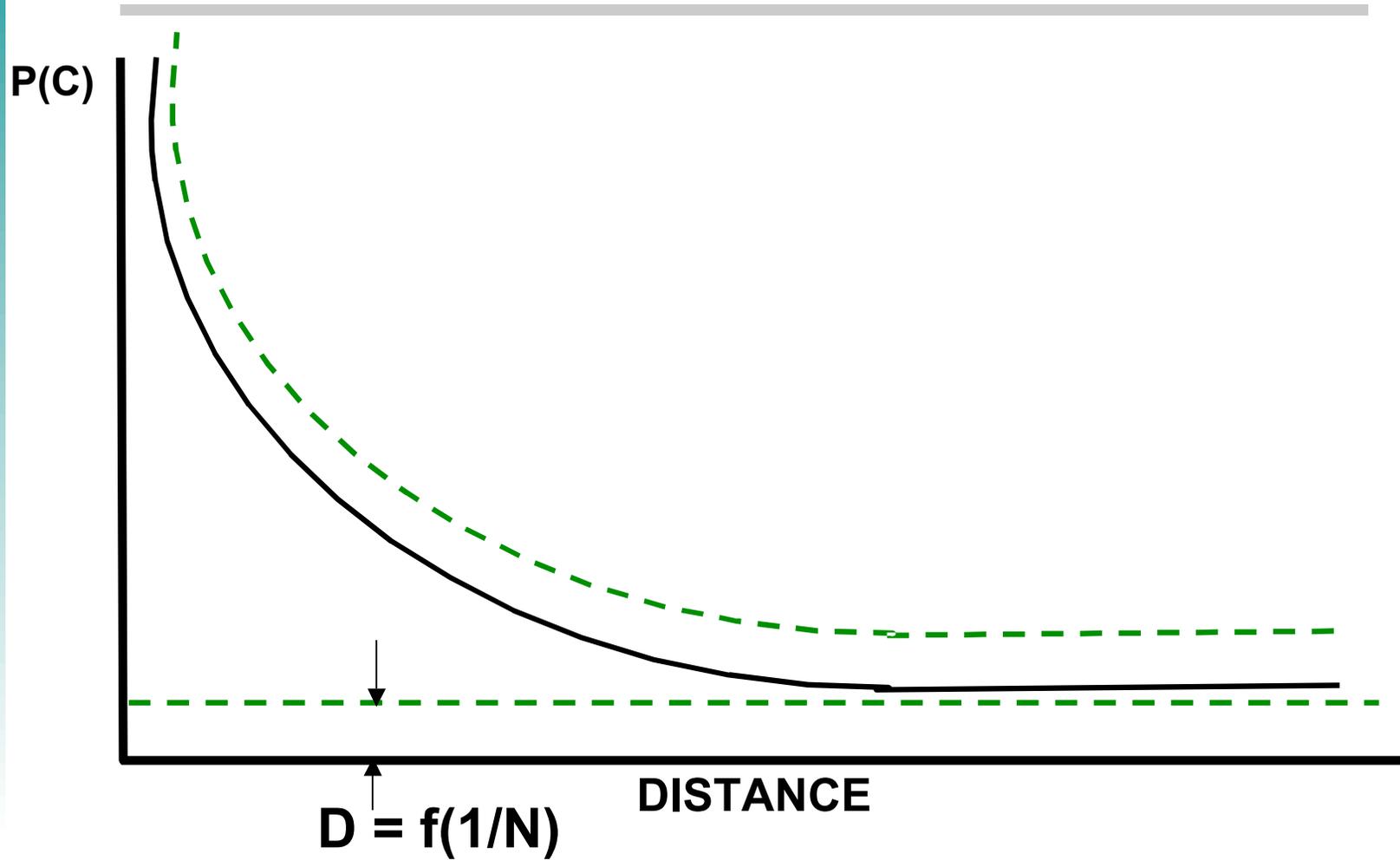
Probability of Technical Communication as a Function of Distance Between Work Stations



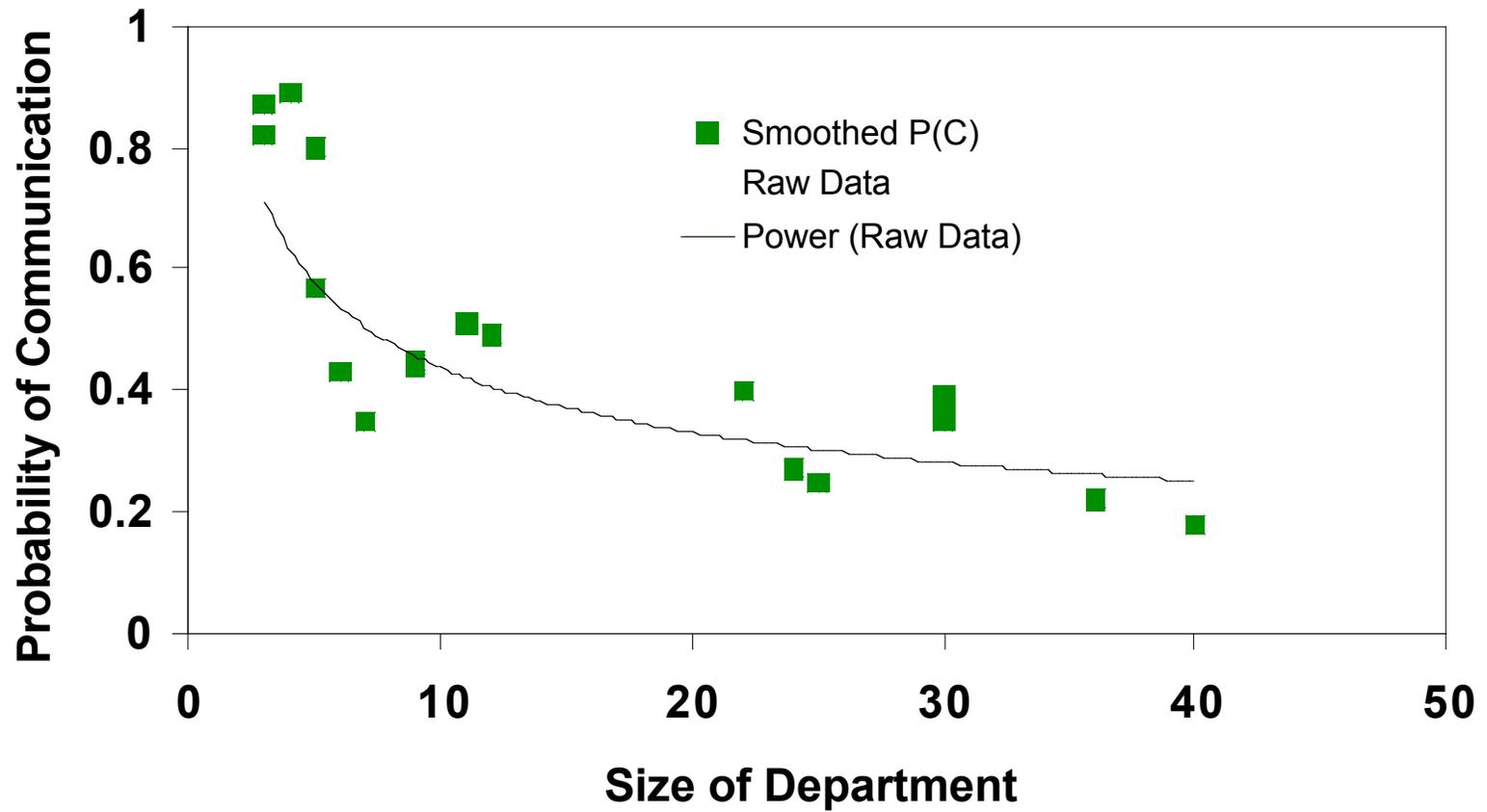
Intradepartmental and Interdepartmental Communication and Physical Separation



The Effect of Organization I



Departmental Size



References

Allen, Thomas J., 1984. *Managing the Flow of Technology: Technology Transfer and the Dissemination of Technological Information within the R and D Organization*, MIT Press, Cambridge, MA.