Task 2

Part A: Explain the outcome of the meeting

How closely the meeting followed the meeting agenda

The meeting followed the agenda closely, except when Li proposed her choice for the lead team, leading to disagreements, suggestions, and questions. The team did not reach a decision on which team should pilot the upgrade.

The conflicts that emerged during the meeting.

- The first conflict arose when a delay was announced, disappointing both teams eager for new equipment.
- Mei questioned the data's accuracy, citing the limited timeframe.
- Diego opposed Mei's call for a new report, arguing it would cause unnecessary delays and that sufficient data already existed.
- Li and Mei both stressed the need for data accuracy.
- Kamal emphasized the importance of meeting deadlines.
- Mei disagreed with Diego's claim that his team should lead due to their high-profile projects, insisting her team was equally qualified.

How different individuals responded to conflicts that emerged during the meeting

In response to the announcement of the delay, Mei demonstrated resilience, acknowledging that her team had endured significant challenges. She believed that this delay was a necessary reward for their efforts. Her anxiety was evident in her words.

Diego, who had a fully staffed team and high-profile clients at the moment, expressed a desire for them to receive the upgrade to utilize it for their image. However, he acknowledged that the upgrade would be ineffective if it was not the latest version. Consequently, he made a lighthearted joke.

Mei disagreed with the data presented by Li and posed a series of questions to ascertain her agreement with the results and identify potential areas for improvement. Initially, Diego remained silent, and Li responded with a logical explanation and the analytics that provided answers to Mei's questions. She then offered a solution that could potentially address the conflict between Mei and Diego.

Diego then asserted that another delay would be a waste of effort for those responsible for the project. He emphasized his role as the chosen candidate and his team's readiness to proceed. He expressed a strong desire to meet deadlines and was not receptive to alternative proposals. Kamal concurred, stating that he had set the expectation that the project would be completed during the meeting and would not tolerate any delays. Li emphasized the importance of data accuracy and the benefits of the additional time she did not wish to address the conflict between Mei and Diego. She offered a solution but did not engage in further discussion. Mei believed that a rerun of the report would demonstrate her team's suitability for the pilot role, and she was determined to defend her position in any way possible.

Part B: Communication

Evaluate the effectiveness of communication strategies (approach).
• How various (2 or more) communication strategies influenced meeting outcomes
    • Li is an assertive communicator, as they possess a clear understanding of the subject matter and are capable of addressing any questions posed by the other participants. Their communication style is logical and devoid of personal emotions. Li's influence on the meeting outcome was significant as they served as the data analyst, actively listening to each team lead's concerns and providing direct

responses with solutions when necessary. This approach fostered informed decision-making among the participants.
  - Diego, on the other hand, exhibits passive-aggressive behavior. Initially, during the call, he complimented the boss and expressed gratitude. However, after each conflict, he gradually made it evident that his true objective was not the overall company's best interests, despite his awareness of the significance of accurate data. Instead, his personal goal was to gain exposure, which is well-known of him. Diego's influence on the meeting outcome was evident in his insistence on making decisions promptly with the team that is currently prepared, rather than waiting for a more suitable time.
- How some (2 or more) communication strategies hindered decision-making
  - Mei exhibits aggressive communication behavior by interrupting others during meetings, despite her professional and polite demeanor. She is dedicated to the success of her team and takes pride in the achievements they accomplish. By the end of the meeting, it became evident that she recognized this upgrade as the necessary incentive for her team to feel more motivated about their work. Her actions inadvertently hindered decision-making, as she prioritized the team's interests and believed that the data rework would favor her team over Diego's. Consequently, she advocated for a one-week delay.
  - Kamal, on the other hand, demonstrates passive communication by acknowledging and addressing his team's concerns with potential solutions. He avoids being pushy and does not appear to enjoy confrontations. However, as the chair, he also recognizes the significance of complete data and does not explicitly deny it to his team. Instead, he aligns himself with the team's elected choice, ensuring that neither he nor the team is left in a state of uncertainty.

Part C: Informal Leader

Identify the informal leader of the meeting and analyze their approach. Include the skill or skills that helped you identify the informal leader.
Include the following:
- A leadership skill exhibited by the informal leader.
  - Active listening clear goals, strategic thinking with the ability to turn information into action, time management positivity and a strong vision driven by analytics.
- A justification of why you identified that particular informal leader.
  - Mei understands her team well, a skill often underestimated. While she may not meet all their needs, she's clearly mindful of them. Mei acknowledges the company's push to stay on schedule but highlights that her team's morale is low due to outdated equipment, leading to security risks as employees use personal devices. Despite being short-staffed, her team has consistently met deadlines, showing their dedication but also their burnout. Mei believes they deserve new equipment as a reward for their hard work and is advocating strongly for them. Mei addresses every concern by tying it back to her team, seeks clarity when needed, and asks insightful questions. When Diego praised his team, Mei linked it back to why hers deserves a fair shot. When Kamal mentioned deadlines, she connected it to the need for accurate company information and offered a suggestion. Her points resonated with everyone.
- How does the informal leader maintain focus on the problem being discussed in the meeting?
  - Mei acknowledges the deadline set by the company but highlights a discrepancy in the data provided for their decision-making process. Mei carefully considers the input from her formal leader, Kamal, and her colleague competition, Diego. Mei then relates this information back to her reasoning for why her team deserves the rework of the data, which is crucial for their decision-making process. This discussion has prompted new questions and strategies from two other participants, which directly address the main issue. Mei emphasizes that all relevant information should be included and is worth the effort for a well-informed decision.

Part D: Interpersonal Dynamics

Explain the overall interpersonal dynamics of the team. **ALSO**, how does each team member contributed to the meeting's outcome.

Diego commences by offering compliments to Kamal and subsequently advocates for a decision that favors him from the outset. He disregards the concerns of others, failing to consider their perspectives.
Diego contributed to the meetings outcomes by outwardly reminding everyone of the importance of accurate data when he pushed for moving forward with his team because a report has already been run.

Kamal demonstrates empathy towards his team and compassion for their concerns, but he reminds them of their responsibilities while being flexible in his approach when it benefits the entire team over a single individual.
Kamal contributed to the meeting outcome by suggesting that he would ask the implementation lead some questions which coincided with the plan to rerun the data.

Li lacks personal emotion in responding to comments or questions from the participants. They possess the data and apply logic to it to reach a consensus or disagreement, ensuring their alignment with the company's best interests.
Li contributed heavily to the meeting's outcomes due to the fact that they are the data analyst and wished to include data that wasn't ready for this meeting. Li argued the benefits that the week would give for the next meeting.

Mei exhibits compassion for her team's morale due to their hard work. She is an attentive listener and relates to responses in some way before aligning them back to what she believes aligns with the team's overall well-being.
Mei contributed to the meetings outcomes by introducing the need for a rerun of the data. She discovered that it could be off, stated potentially how, and got the majority on board to delay the week to get the updated data.

Part E: FOLLOW UP MEETING

Plan a follow-up meeting in response to Kamal's email. Paragraph format.
Justify each component of the given points from part E of your follow-up meeting plan.

Section E: (can be a bulleted list)
-Attendees:
• Kamal
• Li
• Diego
• Mei
• Omar

-Goals and Expectations:
• Present information that created a more thorough decision
• Decide which team shall lead the pilot
• Discuss the process
• Schedule follow-up meeting

-How will you facilitate the meeting and lead the team to a consensus:

- Cover the first goal in a status update. Since the Team lead will be present this time around, the decision will come next due to the data provided.
- Discuss the rollout process for team 1, and then what it will look like for team 2.
- Open the floor for questions and concerns
- Talk about what will the goals are for the next meeting and when that meeting will be.

-Questions to be asked in the Meeting:
- Based on the new data what was Li able to discover that was different vs the last report.
- What the implementation team needs in order to plan for the pilot.
- When the upgrades will be rolled out for the first team

Section E1 Justification (paragraph format)
Justify each of the items above from part E (above bullet items) of your follow-up meeting plan.

I chose everyone to join the meeting because as they were all present for the first meeting, it is right that everyone return for the follow up, since we were meeting the team lead. I selected the objectives for the meeting because the time constraint posed by the delay was not ideal for the majority of participants. Therefore, it was imperative that we address this issue promptly, as it is a matter of great concern for everyone involved. Li successfully identified a clear winner during the initial meeting. We should be able to replicate this process after the rerun of the reports. Therefore, this should be our next priority. Subsequently, all other tasks should simply be the next steps in the sequence. I opted to inquire about Li's data because they served as the catalyst for the initial disagreements and the source of the initial delay. Additionally, they requested to provide additional details that were not available during this meeting. Therefore, I assume that the team would appreciate knowing the specific benefits of the information provided. I chose to ask the remaining questions because they were explicitly stated during the first meeting. In light of the contentious nature of the previous meeting, which resulted in disagreements among all participants, I have adopted this strategy to foster consensus. To address the unanswered questions raised during the previous meeting, I will endeavor to provide comprehensive responses. Given that the decision will be solely based on the most suitable team for the rollout based on the data, we can proceed with the teams' next steps and establish a follow-up meeting. Subsequently, we can conclude the meeting.