

The background of the slide is a dark, abstract composition. It features several concentric circles that create a sense of depth and rotation. These circles are composed of various digital elements, including small squares, rectangles, and lines, some of which are highlighted in a light blue or teal color. The overall effect is reminiscent of a complex data visualization or a stylized representation of a computer's internal structure. In the top-left corner, there is a small, solid orange rectangle.

Team development & Productive Team Meetings

CS2101 Effective Communication for
Computing Professionals

Recap:

What was your key takeaway from the session on
Strategic Presentations?



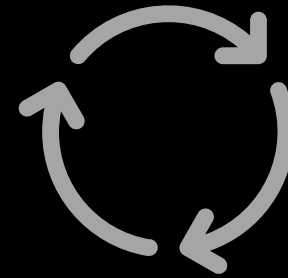
Activity 1: What makes a good team?

- What were the best teams you worked in?
- Why were they good?

Activity 2:

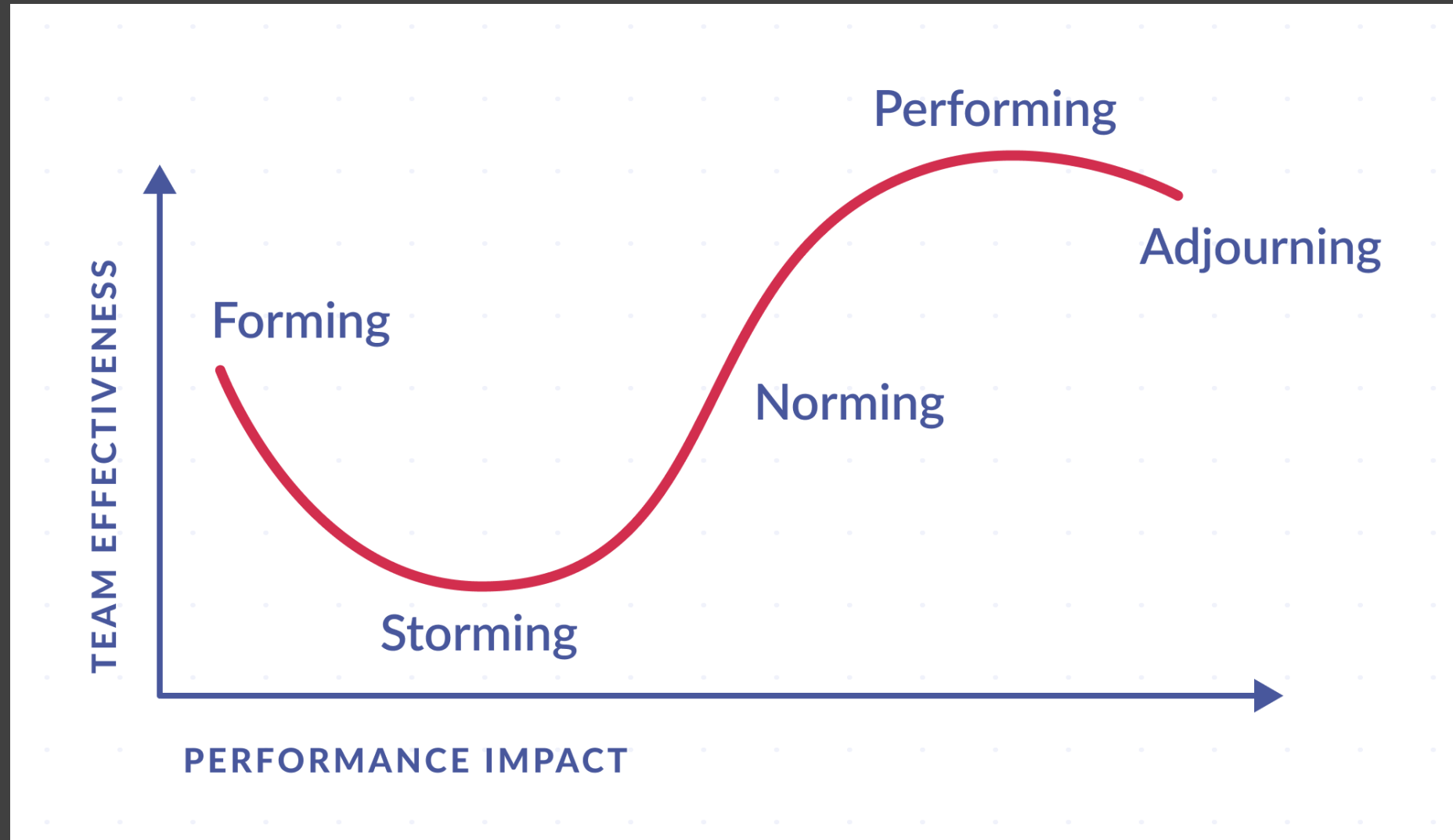


Can teams function well right from the start?

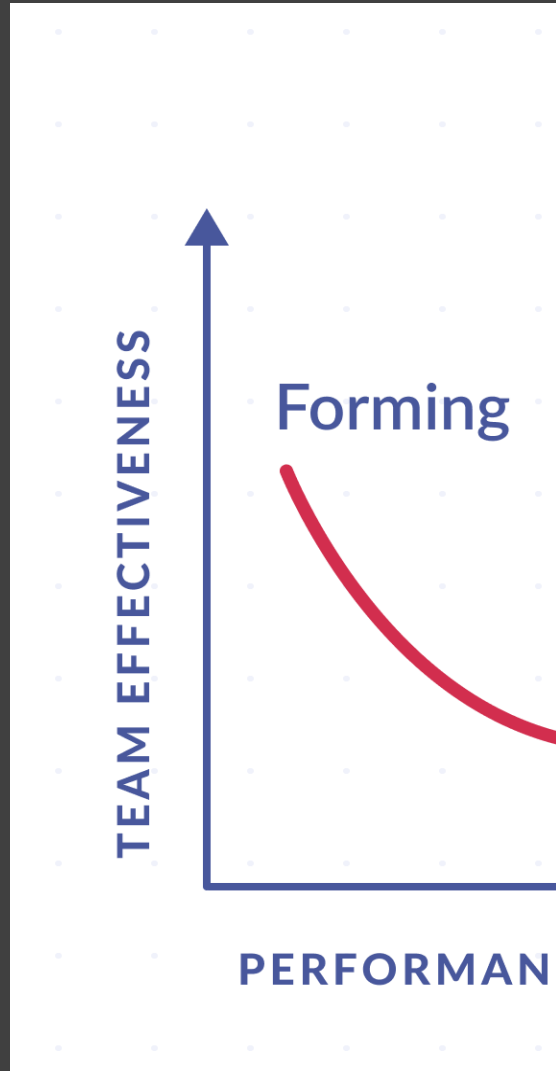


What do you think are the stages of team development?

Tuckman's stages of Team development

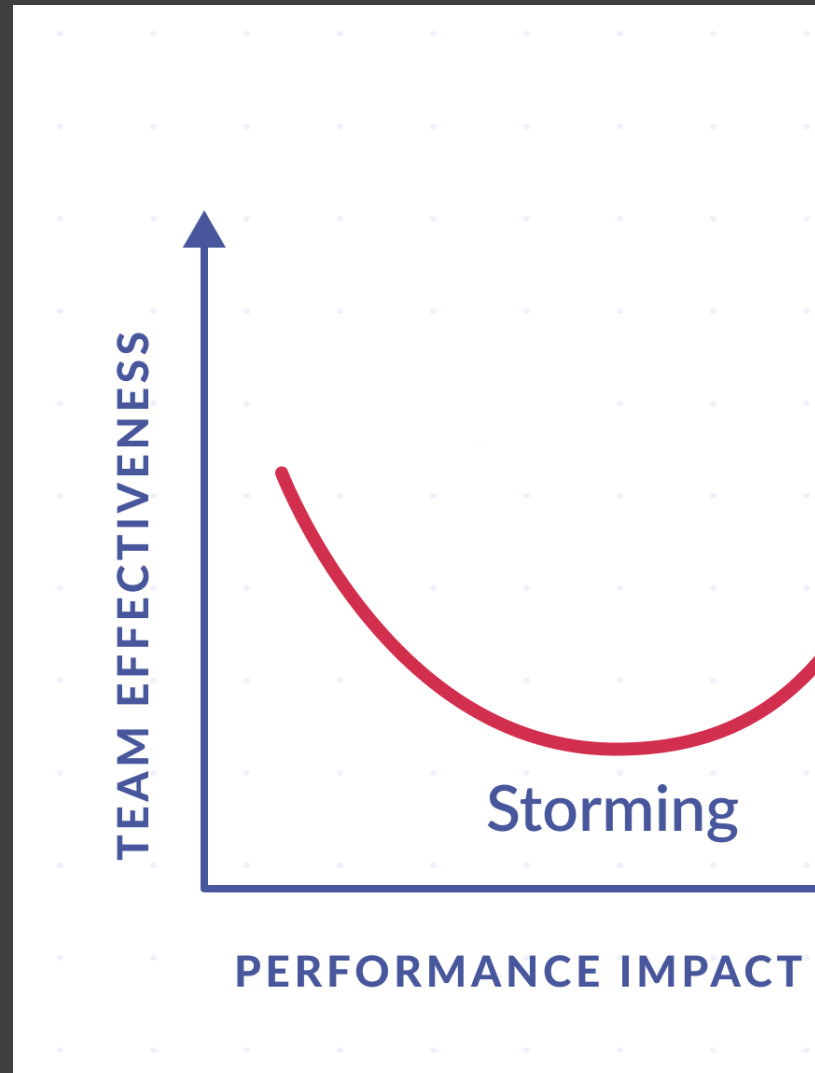


Stage 1: Forming



Characteristics	Actions
<ul style="list-style-type: none">• Excitement• Anticipation• Anxiety• Optimism	<ul style="list-style-type: none">• Clarify project and establish team objectives• Clarify each team members' role in contributing to team and project objectives• Build trust and rapport with team members

Stage 2: Storming



Characteristics	Actions
<ul style="list-style-type: none">• Reality sets in• Adjustment anxiety• Differing views, ideas, expectations• Communication gaps• Frustrations/ Conflicts	<ul style="list-style-type: none">• Establish clear processes and structures<ul style="list-style-type: none">• workflow, expectations, how to do things, how to handle conflict• Build trust and rapport between team members<ul style="list-style-type: none">• e.g. have coffee/ lunch together• Resolve conflicts swiftly if they occur.• Provide support for less secure team members.• Learn about each other's workstyles and strengths.

Clarify your style and expectations of how others should respond to you

A Work Style Table

In this example, a manager provided this table to her team so they could understand her communication style and expectations.

MY WORK STYLE

HOW TO RESPOND TO MY STYLE

I try to understand something deeply by asking a lot of probing questions.

Engage and debate with me to formulate the best solution.

I raise tough issues up front and directly.

If you feel my response is blunt or direct, realize that it's about the issue, not about you personally.

I joke with people I know well.

Let me know if my joking with you or someone else makes you uncomfortable or feels inappropriate in any way.

I tend to look for the problems to fix first.

This doesn't mean I don't appreciate the good work you do. Ask me how you're doing if you're worried about the number of "bugs" I found in your last document.

I take an optimistic view.

Don't just tell me why something won't work; also share ideas for how it might.

I try to communicate regularly and transparently.

Give me the pulse of the team, and be sure to share my messages to you with your teams.

I can appear grouchy because I often have a serious expression on my face or provide terse responses at times.

If I seem grumpy in a conversation or meeting with you, don't assume the problem is you; discuss it with me.

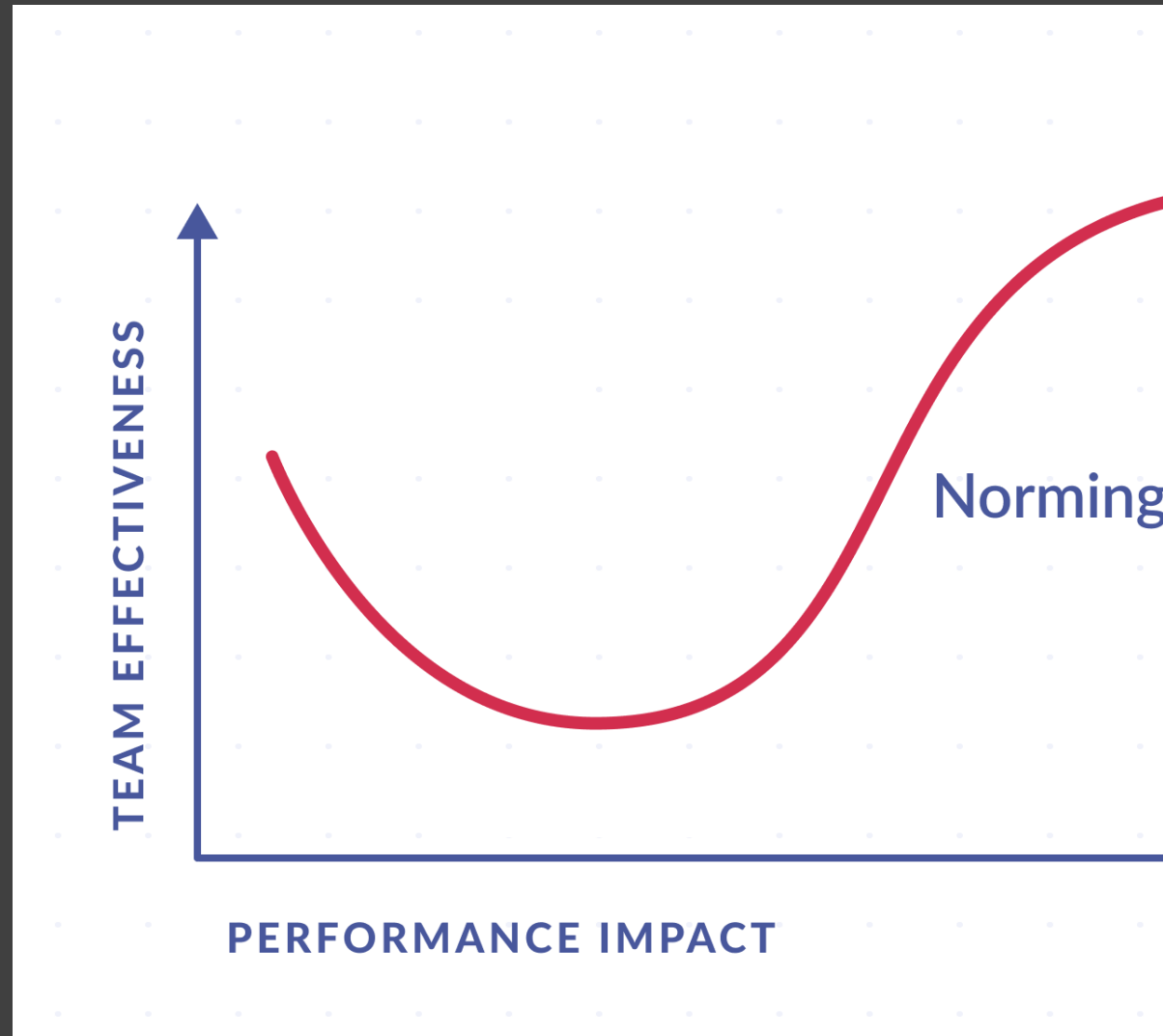
I'm not a morning person.

Avoid scheduling meetings where I have to make a big decision before 10 AM.

SOURCE SABINA NAWAZ

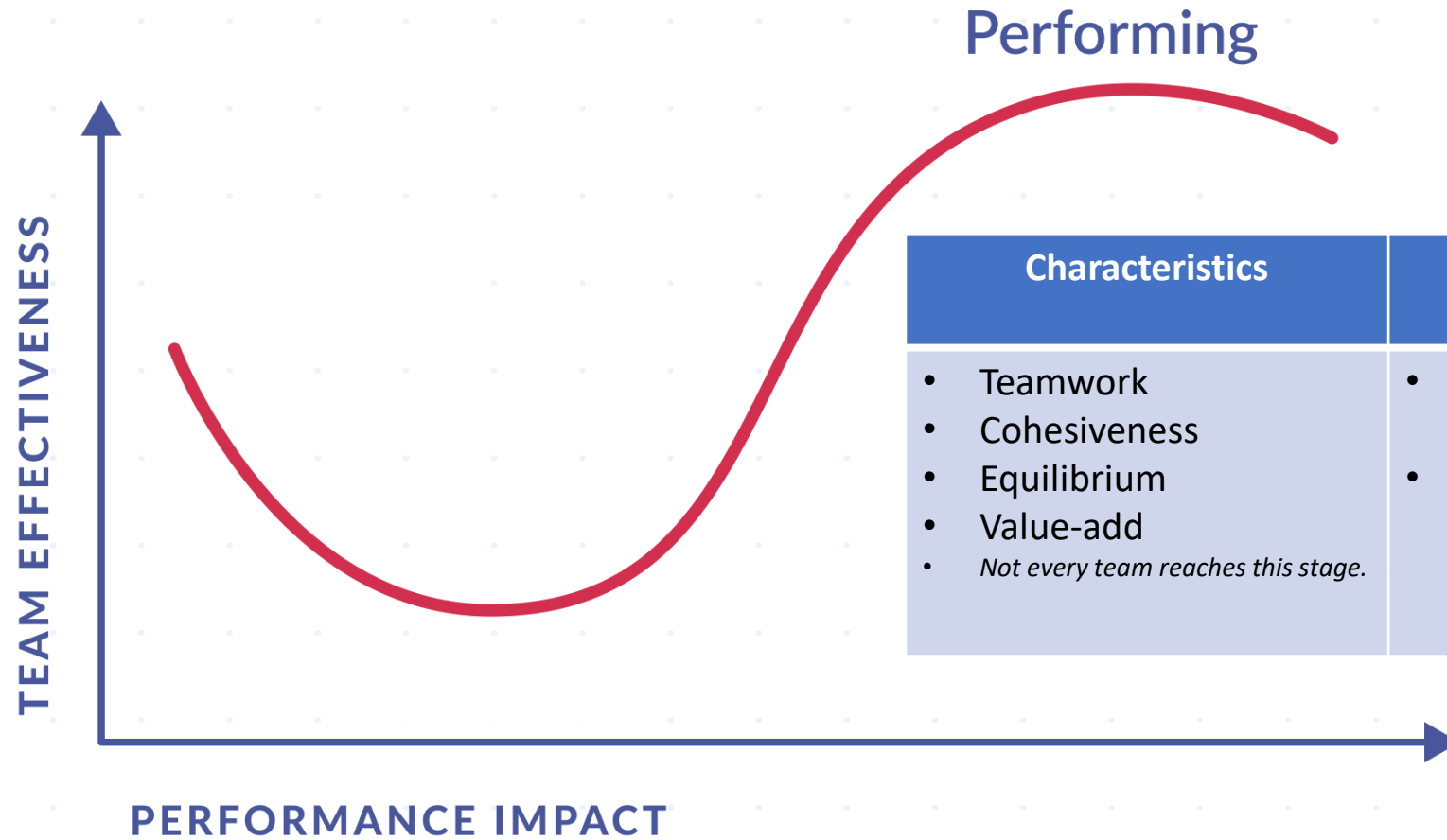
© HBR.ORG

Stage 3: Norming



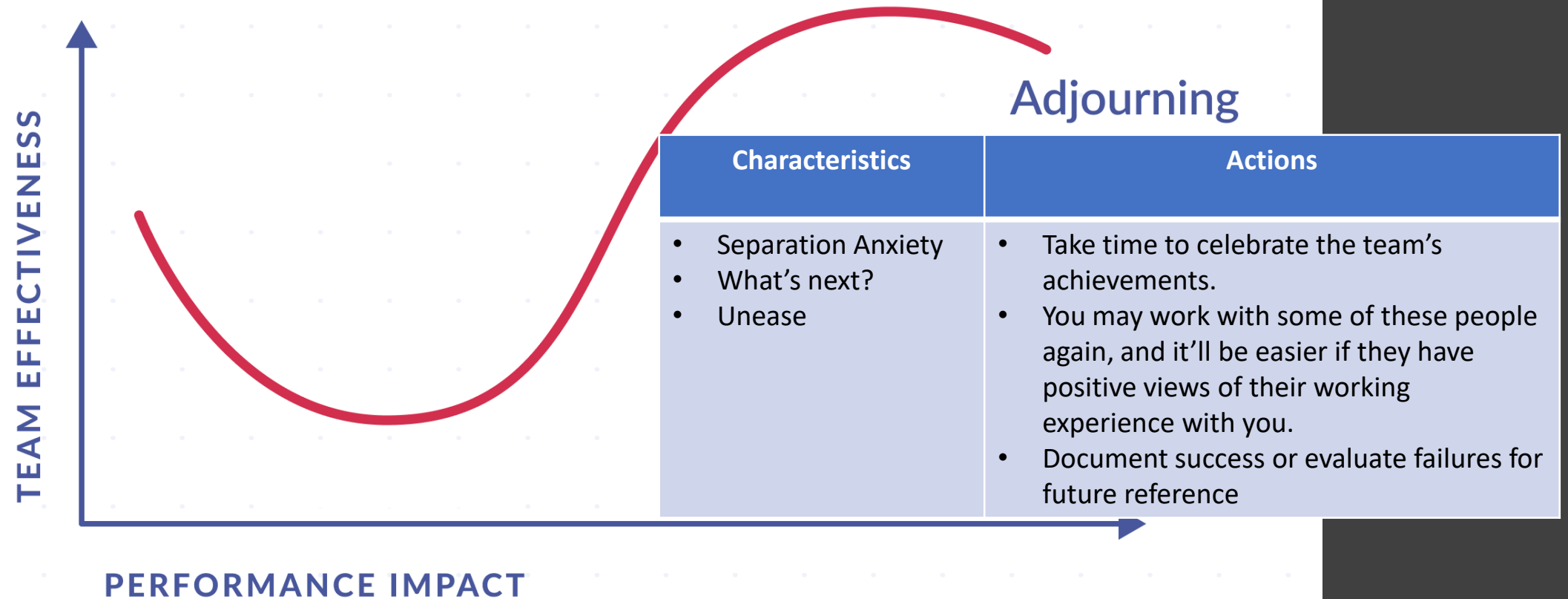
Characteristics	Actions
<ul style="list-style-type: none">• Shared Goals• Trade-offs• Acceptance• Team Cohesion	<ul style="list-style-type: none">• Step back and help team members take responsibility for progress towards the goal.• Arrange a team-building event.

Stage 4: Performing

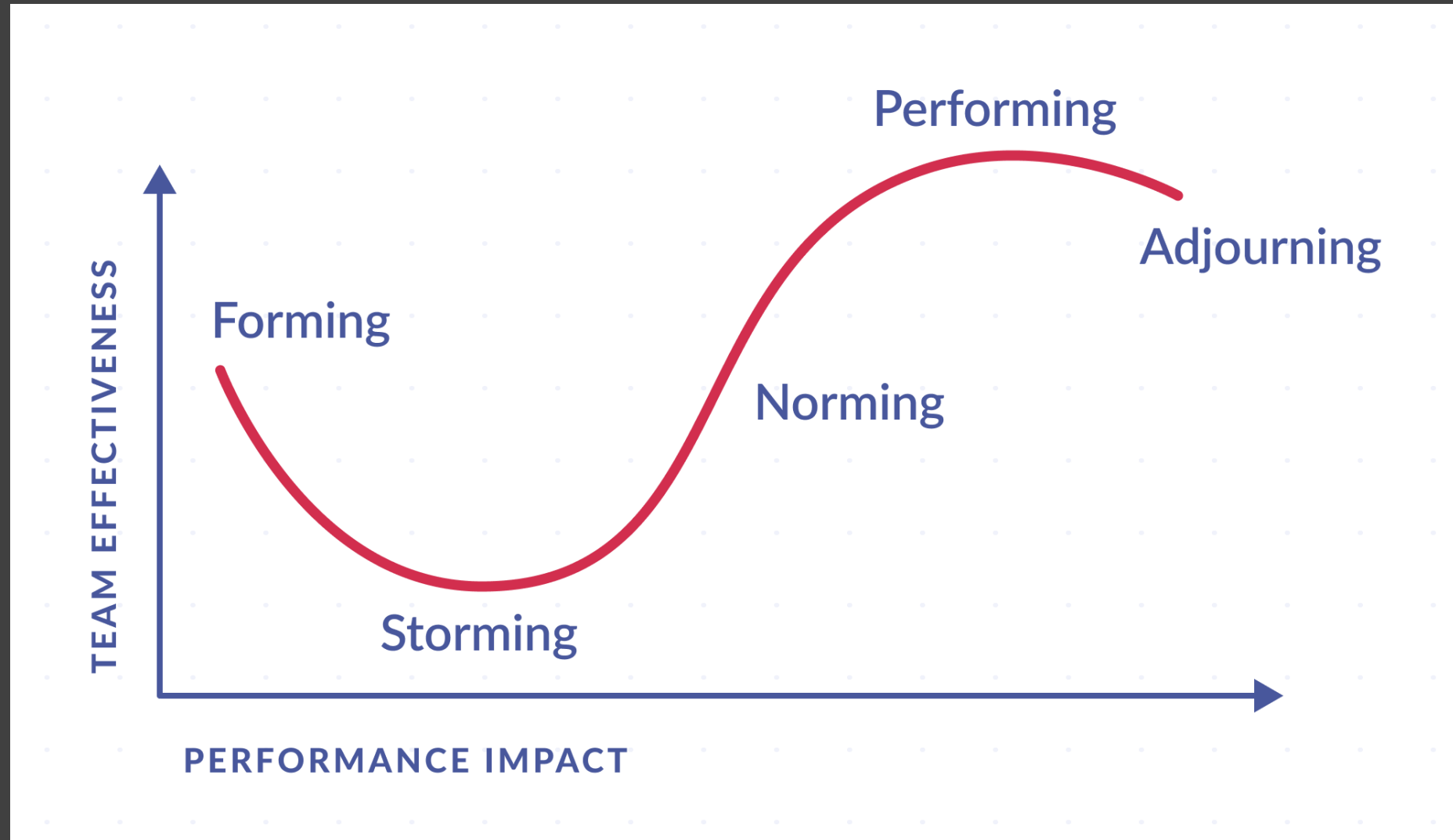


Characteristics	Actions
<ul style="list-style-type: none">• Teamwork• Cohesiveness• Equilibrium• Value-add• <i>Not every team reaches this stage.</i>	<ul style="list-style-type: none">• Share and/or delegate tasks fairly.• Give credit where it's due.

Tuckman's stages of Team development



Tuckman's stages of Team development



Activity 3: Reflection

Think about:

- Your working style
- Your commitment to the CS2103T/CS2113T project and OP1 project
- How you intend to contribute

Clarify your style and expectations of how others should respond to you

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SOURCE SABINA NAWAZ

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A photograph of a modern glass-walled building, likely a Google office. The Google logo is visible on the glass facade. In the foreground, there are green trees and a person on a bicycle. A large black rectangular box is overlaid on the bottom half of the image, containing white text.

HOW GOOGLE BUILDS THE PERFECT TEAM

[Click to view video](#)

Activity 4: Project Team Forming & Norming

In your project groups, please share:

- Your working style
- Your commitment to the group and project
- How you hope to contribute
- Any concerns you have

Activity 5: OP1 Team Forming & Norming

In your OP1 groups, please share:

- Your working style
- Your commitment to the group and project
- How you hope to contribute
- Any concerns you have

Research shows

60% of teams fail to reach their potential because:

- Lack of clear purpose and goals
- Unclear roles
- Lack of accountability
- Lack of effective or shared leadership
- Lack of trust among team members
- Inability to deal with conflict
- Ineffective problem-solving skills
- Lack of focus on creativity and excellence

Activity 6: Team Forming & Norming

Let's discuss some:

Team communication scenarios

Please go to our shared CS2101 folder:

→ Week 3 → 3.1 Activity space → Activity 6

Team Building

1. Clarify company or team's mission and have a goal as a team.
2. Know your role and how your role contributes to the team's success.
3. Establish decision-making rules
 - e.g. voting, appoint leader to break impasse, when to escalate to higher authority / seek 2nd opinion, etc.
4. Encourage openness and establish a safe environment
 - agree on fundamental principles like *no question/idea is a stupid idea*, or agree to a periodical progress report
 - share your work styles, level of commitment, plans to contribute ; be mindful of cultural differences
5. Decide how you want to communicate
 - e.g. online zoom meetings, face-to-face discussions, emails, texts or calls for urgent or less urgent items
6. Establish sharing space to update project
 - e.g. shared folder (e.g. Teams, Google docs) or online tools (e.g. Trello) to document information, progress and feedback.
 - note down decisions and make it available for all so there's no dispute later.
7. Set workflow, timeline, milestones.
 - E.g. begin with the end-goal/ task and work backwards to identify the milestones and timeline needed
 - identify when and how often to have meetings

We have discussed:

- the 5 stages of Team Development
- a conducive environment for productive teamwork

We will now focus on:

- Team meetings
- how to effectively prepare for, lead and participate in team meetings

The background features three overlapping circles in a horizontal row. The circles are rendered in two shades of blue: a medium blue and a darker blue. They overlap in the center, creating a Venn diagram-like effect. A white horizontal band cuts across the middle of the circles.

Team Meetings

Think about it:

What makes a meeting good or bad?

The Economic Impact of Bad Meetings

IS CLEARING YOUR SCHEDULE BETTER FOR BUSINESS?

TED speakers David Grady and Jason Fried want to take meetings to task—and for good reason. Recent data shows that meetings can cost companies valuable time and money. From inefficiency to unseemly costs, are meetings really benefiting your organization?

HOW MUCH TIME DO MEETINGS WASTE?



Most employees attend an

AVERAGE OF 62 MEETINGS PER MONTH.

There are more than
3 billion meetings
per year.



EXECUTIVES ON AVERAGE

SPEND 40–50%
of their working hours
in meetings.

There are more than
11 MILLION FORMAL MEETINGS
PER DAY
in the United States.

Executives average 23 hours per week in meetings

WHERE 7.8 OF THOSE HOURS
are unnecessary and poorly run,

WHICH IS EQUAL TO

over 2 months per year wasted.



“We have a global problem with meetings.”

<http://www.annmarieklotz.com/journal/2014/11/20/death-by-meetings>

Do we really need a meeting?

Schedule a meeting only if you answer yes to all five of the following questions:

1



Can you specify the purpose and goal of the meeting?

Don't schedule a meeting until you know why you want to have it.

2



Do you need to collaborate with others, not just delegate and inform?

If you need to delegate or inform, an email will do.

3



Do you need to collaborate with more than one colleague?

If not, a quick one-on-one, in person or through email, should do the trick.

4



Do your colleagues need to speak with each other?

If so, a meeting will work better than the world's longest email chain.

5



Do you have the info and supplies you need to hold an effective meeting?

What info, if any, do you need to gather before you host a meeting?

Once you know you should have a meeting, review these points to make sure it's a success.

1



Check your invitation list to see whom you can remove.

Make sure to do this before sending invitations.

2



State your goals for the meeting to the people you invite.

Put this in the meeting invitation.

3



Use those goals to create an agenda for the meeting.

Again, structure keeps the meeting from going off track.

4



Create action items for attendees.

If you need specific info or feedback, now is the time to say so.

5



Can you specify the purpose and goal of the meeting?

Don't schedule a meeting until you know why you want to have it.

Duties of the Meeting Coordinator

Before the meeting

- Plan
 - ✓ Why and what?
 - ✓ Who?
 - ✓ When and where?
- Inform
 - ✓ Notice of meeting
 - ✓ Meeting Agenda

During the meeting

- Maintain structure and control
- Keep group focussed
- Facilitate discussion
- Summarize decisions
- Ensure minutes are taken

Notify others:

Notice of meeting

Inform members of the meeting

- Date
- Time
- Place
- Purpose

Meeting Agenda

List

- Items for discussion
 - Action Items
 - Order of items
- Time schedule (optional)

Functions of the Agenda

- Helps participants prepare for the meeting so they can contribute efficiently and meaningfully
 - *(e.g. necessary information/statistics, charts, ideas, reports)*
- Provides structure
 - Focuses the meeting discussions
 - Keeps the meeting on time
 - Guide for writing the meeting notes/minutes



Meeting Agenda

Date: Feb 22, 2024 **Time:** 9:00 am **Location:** Room 42

Topic 1: Title of First Topic

- Discussion point list with bullets
- Second talking point
- Third talking point

Topic 2: Title of Second Topic

1. Discussion point list with numbers
2. Second talking point
3. Third talking point

Topic 3: Title of Third Topic

- A. Discussion point list with letters
- B. Second talking point
- C. Third talking point

Topic 4: Title of Fourth Topic

- I. Discussion point with roman numerals
- II. Second talking point
- III. Third talking point

Notes and Action Items

Meeting Agenda

Meeting purpose:

For the content marketing team to develop our content strategy action plan for Q4 2019 and Q1 2020.

Before the meeting:

All participants must review the Keyword Analysis and Q2 & Q3 Content Performance reports (attached to invite) prior to the meeting.

Agenda:

- Q2 and Q3 performance discussion (10 minutes)
- Review topics requested by the sales team (10 minutes)
- Content gap analysis (15 minutes)
- Content brainstorm (15 minutes)
- General Q&A (5 minutes)
- Recap of to-dos and action items (5 minutes)

Outcomes:

- Team alignment on content priorities for Q4 2019 and Q1 2020
- Ideas from other departments vetted and refined for inclusion
- Content director able to finish building content strategy for review by team

Marketing planning meeting

- **Date:** September 2, 2021
- **Time:** 15:00 - 16:00
- **Attendees:** @Antoine, @Juan, @Fiona (@Marketing team)

Meeting objective

Develop our content marketing strategy for the next year.

Agenda

👉 Before the meeting: Please review last year's [Content performance report.xlsx](#).

- Review last year's performance (15 min; @Marketing team)
- Share topics requested by the sales team (10 min; @Antoine)
- Present latest competitor content gap analysis (15 min; @Juan)
- Get feedback on the new content plan proposal (15 min; @Fiona)

Name of Company/Dept.

Staff Meeting

Date: Feb 22, 2024 **Time:** 1:00-2:20 pm **Location:** Room 42

Requested Attendees			
Name 1	Name 2	Name 3	Name 4
Name 5	Name 6	Name 7	Name 8

- 1:00 pm Welcome/News/Announcements
- 1:05 pm Recognition
- 1:10 pm Administrative/Finance Updates
- 1:15 pm Review of Previous Action Items
- 1:20 pm Project Updates
- 1:30 pm Discussion or Topic 1
- 1:45 pm Discussion or Topic 2
- 2:00 pm Round Table
- 2:15 pm Review of New Assignments/Travel Plans
- 2:20 pm Adjourn

New Action Items

- Action Item 1
- Action Item 2

Notes

Duties of Participants

Before the meeting

Receive notice of meeting

Prepare carefully

- ✓ Study the Agenda
- ✓ Anticipate and prepare your case
- ✓ List questions

During the meeting

Contribute positively

- Speak up
- Follow agenda

Listen actively

- Maintain eye contact
- Welcome contributions

After the meeting

Disseminate the minutes

- Items discussed
- Decisions made
- Who is in charge/to take action
- When to deliver

Act promptly

During the meeting

Task facilitating behaviours

- ❑ **Initiate** discussion
- ❑ **Give and seek**
information/opinions
- ❑ **Coordinate**: show relationships
between ideas, clarify issues,
summarise discussions
- ❑ **Set/ suggest procedures** to achieve
goals

During the meeting

Task facilitating behaviours

- ❑ **Initiate** discussion
- ❑ **Give and seek** information/opinions
- ❑ **Coordinate**: show relationships between ideas, clarify issues, summarise discussions
- ❑ **Set/ suggest procedures** to achieve goals

Group maintenance behaviours

- ❑ **Encourage** verbally or non-verbally (e.g. praise, nodding, smiling)
- ❑ **Harmonize** – resolve differences/ conflicts through mediation or even humour
- ❑ **Compromise**- agree to mutually acceptable decision

Don't



Self-oriented behaviours

- ☐ Control
- ☐ Withdraw
- ☐ Seek attention
- ☐ Divert
- ☐ Exclude
- ☐ Belittle
- ☐ Block

Duties of Participants

Before the meeting

Receive notice of meeting

Prepare carefully

- ✓ Study the Agenda
- ✓ Anticipate and prepare your case
- ✓ List questions

During the meeting

Contribute positively

- Speak up
- Follow agenda

Listen actively

- Maintain eye contact
- Welcome contributions



After the meeting

Disseminate the minutes

- Items discussed
- Decisions made
- Who is in charge/to take action
- When to deliver

Act promptly



OP1 Team Meeting Assessment (10%)

- You will be having a meeting regarding OP1.
- Before the Team Meeting, discuss and share the agenda with your members and your tutor
- Do keep meeting notes
- Complete the reflections on the Team meeting on the Forum
- Refer to CA1 Team meeting Info Pack

Team Meeting

(Needs Analysis)

Context

Audience

Purpose

Content

Central Message

- Information
- Reasons
- evidence

Organisation

Frame our thoughts

- Logical
- Coherent

Delivery

Verbal cues

Non-verbal cues

Visuals

CA1 Team Meeting Rubrics

Aspect	6 Exemplary	5 Accomplished	4 Proficient	3 Developing	2 Emerging	1 Unacceptable
Content 30%	<p>Content is extremely persuasive and credible. The participant makes a significant contribution to the discussion.</p> <p>The participant demonstrates very strong audience awareness.</p> <p>There are fresh or deep insights with well-reasoned justification for their views.</p> <p>The participant demonstrates excellent preparation based on the agenda.</p>	<p>Content is very persuasive and credible. The participant makes a significant contribution to the discussion.</p> <p>The participant demonstrates strong audience awareness and addresses the audience's expectations, concerns and biases well.</p> <p>There are some fresh or deep insights with well-reasoned justification for their views.</p> <p>The participant demonstrates good preparation based on the agenda.</p>	<p>Content is persuasive and credible. The participant contributes to the discussion.</p> <p>The participant demonstrates some audience awareness and addresses the audience's expectations, concerns and biases well.</p> <p>There are some insights with well-reasoned justification for their views.</p> <p>The participant demonstrates preparation based on the agenda.</p>	<p>Content is relevant and credible. The participant makes some contribution to the discussion.</p> <p>The participant demonstrates some audience awareness but does not address the audience's expectations, concerns and biases sufficiently.</p> <p>There are some justifications for their views.</p> <p>The participant demonstrates some preparation based on the agenda.</p>	<p>Content is somewhat relevant but is not persuasive and credible.</p> <p>The participant demonstrates little audience awareness and does not address the audience's expectations, concerns and biases sufficiently.</p> <p>There are attempts at providing some justifications for their views.</p> <p>The participant demonstrates little preparation based on the agenda.</p>	<p>Content is not relevant, <u>persuasive</u> and credible.</p> <p>The participant demonstrates no audience awareness.</p> <p>There is little attempt at providing relevant justifications for their views.</p> <p>The participant demonstrates no preparation based on the agenda.</p>

Participant listens

Participant listens well

Participant practices

Participant is frequently

Participant is not

Jeff Bezos: This is the 'smartest thing we ever did' at Amazon

Published Mon, Oct 14 2019•11:37 AM EDT • Updated Tue, Oct 15 2019•11:00 AM EDT



Taylor Locke

@ITSTAYLORLOCKE

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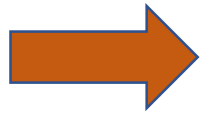
Why this ad? ⓘ

Jeff Bezos: This is the 'smartest thing we ever did' at Amazon

Jeff Bezos has a nontraditional management style at Amazon, and he says Amazon's unique twist on meeting structure is the "smartest thing we ever did."

"Many, many years ago, we outlawed PowerPoint presentations at Amazon," Bezos said at the [Bush Center's Forum on Leadership](#) in 2018. "And it's probably the smartest thing we ever did."

To replace the PowerPoint presentations, Bezos created a new way to hold meetings: Meetings start with each attendee sitting and silently reading a "six-page, narratively-structured memo" for about the first 30 minutes of the meeting.



"[The memo is] supposed to create the context for what will then be a good discussion," Bezos said.

<p>Interaction Skills 30%</p>	<p>Participant listens actively, engages extremely well in the discussion, and displays excellent task facilitating behaviours by initiating discussions, giving and seeking information and opinions, coordinating – showing relationships among ideas, clarifying issues and/or summarising discussions.</p> <p>Participant displays excellent group maintenance behaviours by encouraging, harmonizing, and compromising effectively to arrive at a fair decision.</p> <p>Participant establishes and maintains a friendly and professional rapport with others.</p>	<p>Participant listens well, engages in the discussion, and displays some task facilitating behaviours such as giving and seeking of information and opinions, and clarifying issues</p> <p>Participant displays some group maintenance behaviours by encouraging, harmonizing, and compromising appropriately to arrive at a fair decision.</p> <p>Participant has some engagement and rapport throughout the discussion.</p>	<p>Participant practices some active listening, is somewhat engaged during the discussion and displays some task facilitating behaviours such as giving and seeking of information and opinions, and clarifying issues</p> <p>Participant displays some group maintenance behaviours by encouraging, harmonizing, and compromising appropriately but does not arrive at a fair decision.</p> <p>Participant has limited engagement and rapport throughout the discussion.</p>	<p>Participant is frequently unengaged during the discussion and displays self-oriented behaviours such as controlling, withdrawing, seeking attention, diverting, excluding, belittling, blocking). There is little attempt at task facilitating behaviours such as giving and seeking of information and opinions.</p> <p>Participant displays little group maintenance behaviours by encouraging, harmonizing and compromising to arrive at a fair decision.</p> <p>Participant is generally disengaged or unable to establish rapport with others and speaks only when invited to or frequently interrupts the discussion.</p>	<p>Participant is not engaged throughout the discussion and displays self-oriented behaviours such as controlling, withdrawing, seeking attention, diverting, excluding, belittling, blocking). There is no attempt at task facilitating behaviours such as giving and seeking of information and opinions.</p> <p>Participant does not display group maintenance behaviours by encouraging, harmonizing and compromising to arrive at a fair decision.</p> <p>Participant is disengaged or unable to establish rapport with others and speaks only when invited to or frequently interrupts the discussion.</p>	
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					THE DISCUSSION.	THE DISCUSSION.
Body Language 10%	<p>Non-verbal cues are used extremely well to show openness and engagement (e.g., eye contact, body language, facial expressions)</p> <p>The cues are always used meaningfully to persuade and engage other participants (e.g., facial expressions, eye contact, posture, gestures) throughout the meeting.</p> <p>Non-verbal cues always complement and enhance the speaker's delivery.</p>	<p>Non-verbal cues are used well to show openness and engagement (e.g., eye contact, body language, facial expressions)</p> <p>The cues are mostly used meaningfully to persuade and engage other participants (e.g., facial expressions, eye contact, posture, gestures).</p> <p>Non-verbal cues complement and enhance the speaker's delivery.</p>	<p>Non-verbal cues show some openness and engagement (e.g., eye contact, body language, facial expressions).</p> <p>The cues are sometimes used meaningfully but they may not always aid in engaging or persuading other participants (e.g., facial expressions, eye contact, posture, gestures).</p> <p>Non-verbal cues mostly complement the speaker's delivery but may not enhance it.</p>	<p>Non-verbal cues do not show much openness and engagement (e.g., eye contact, body language, facial expressions).</p> <p>There may be some distracting cues. The cues generally do not aid in engaging or persuading other participants (e.g., facial expressions, eye contact, posture, gestures).</p> <p>Non-verbal cues complement parts of the speaker's delivery but does not enhance it.</p>	<p>Non-verbal cues do not show openness and engagement (e.g., eye contact, body language, facial expressions).</p> <p>The cues may be distracting or inappropriate. There is little attempt to engage other participants (e.g., facial expressions, eye contact, posture, gestures)</p> <p>Non-verbal cues do not complement the presentation.</p>	<p>Non-verbal cues do not show any openness and engagement (e.g., eye contact, body language, facial expressions).</p> <p>The cues are distracting and/or inappropriate. There is no attempt to engage other participants (e.g., facial expressions, eye contact, posture, gestures)</p> <p>Non-verbal cues do not complement the presentation.</p>

Language & Delivery
30%

The speaker is always fluent, and does not hesitate or use pauses, or fillers excessively.

The voice is varied and used to engage and sustain the audience's interest throughout very effectively.

The speaker pronounces and enunciates clearly all the time.

The speaker always uses language and style appropriate for the context, audience, and purpose.

The speaker is generally fluent, and does not hesitate or use pauses, or fillers excessively.

The voice is quite varied and used to engage and sustain the audience's interest (e.g., stress, pauses).

The speaker pronounces and enunciates clearly in some instances.

The speaker generally uses language and style appropriate for the context, audience, and purpose.

The speaker is mostly fluent, and does not hesitate or use pauses, or fillers excessively.

The voice is somewhat varied and used to engage and sustain the audience's interest (e.g., stress, pauses).

The speaker pronounces and enunciates clearly in some instances.

The speaker mostly uses language and style appropriate for the context, audience, and purpose.

The speaker is fluent but may hesitate or use pauses, or fillers.

The voice is not often varied and does not always engage and sustain the audience's interest (e.g., stress, pauses).

The speaker may have some pronunciation or enunciation issues.

The speaker does not use language and style appropriate for the context, audience, and purpose.

The speaker is not fluent, and may hesitate or use pauses, or fillers.

The voice is not varied and does not engage and sustain the audience's interest (e.g., stress, pauses).

The speaker has some pronunciation or enunciation issues.

The speaker does not use language and style appropriate for the context, audience, and purpose.

The speaker is not fluent, and hesitates or use pauses, or fillers.

The voice is not varied and does not engage and sustain the audience's interest (e.g., stress, pauses).

The speaker has some pronunciation or enunciation issues.

The speaker does not use language and style appropriate for the context, audience, and purpose.

Refer to

CA1 Team Meeting Schedule

on our shared document

Final Activity: OP1 Team Discussion - Agenda

CHOOSING THE BEST PLATFORM

There are so many tools out there to choose from! Jump into this flowchart to find the right platform to fit your needs and your budget.

