

### **Section A Outcome of Meeting:**

#### **• how closely the meeting followed the meeting agenda**

In terms of the meeting agenda provided by Kamal, it seems the meeting didn't strictly adhere to it. In the email, it stated that there would be a status update between the teams to start things off. Mei was able to briefly report on what was happening with her team while there was little input from Diego as to what updates his team had. All that came from Diego was that his team was ready for the upgrades to move forward.

After these brief updates, Li went on to share her data on both teams' performance and production which followed along with the agenda. This led Mei to disagree with the findings as unforeseen circumstances forced her team to be understaffed during the data collection period. She argued that this made the data inconsistent and suggested that further research take place to get better results. While Li would agree with this statement and choose to follow up with another report, Diego felt the data provided was enough and wanted to move forward with a decision.

Once the data was reported, the next topic to cover on the agenda was the decision on which team would be granted the new equipment. Diego would have liked to decide for his team while Mei and Li decided it would be best to gather more data before making a decision which set everyone back another week.

#### **• the conflicts that emerged during the meeting**

Several conflicts arose during the meeting. First of which was Mei's disagreement with the results of the data presented by Li. She gave a valid argument as it is better to have complete data to make sound decisions in any scenario. This was also a source of conflict for Diego and his team since they were initially selected to be the team to receive the upgrades, but because Mei was conflicted, they decided to wait and do a formal selection the following week. Diego made the argument that delaying the already postponed project would do more harm than good for his team because they had a high-profile project coming up that they would need the upgrades for.

#### **• how different individuals responded to conflicts that emerged during the meeting**

I feel that everyone handled the situation rather well. Li did a great job being able to listen to both arguments from Mei and Diego while being able to provide her input on waiting for more data. The same goes for Mei giving solid arguments as to why her team should have more accurate data for her team to be considered for the upgrades. Diego seemed a little taken aback after the group went with delaying for another week but also gave good input as to why his team should move forward when

announced that they were selected.

### **Section B. Communication Strategies:**

It took a little bit of tough communication to come to a decision in this meeting. In the beginning, Mei came off as more verbally aggressive interrupting early on to try and get her argument through about the data. There were also a few aggressive nonverbal cues given by Mei to emphasize the fact she disagreed with Li's results. These cues included certain head nodding, eye movement, and more agitated body movement. Kamal was authoritative in his verbal communication making sure the meeting stayed on track and was productive. He was also assertive with his body language staying straight with the camera and holding a dominant posture. Being able to listen and stay assertive while the separate conflicts unfolded was a good trait for Kamal to have as this helped him choose to move the deadline back. Diego came off sort of passive-aggressive with his words towards the start of the meeting when he tried to seem nice by complimenting Kamal for his leadership. This approach to communication with the other meeting members felt belittling as he described his teams' projects as very high level and above the others. His body language also seemed to feel passive since he was more slouched and visually uninvested. Li also came off as more authoritative in her verbal communication by being steadfast in her argument for needing more data to come to a decision on which team to select. She was able to use her dependence on written data to persuade the group to ultimately push the deadline back another week.

### **Section C Informal Leader:**

For this meeting, Kamal would be described as the informal leader of the group. This is because he declared himself as the chair of the meeting and presented the agenda to be discussed. He had the skill to keep the meeting on topic and quick throughout the rising conflict by making changes to the plan and setting a new date for the team selection. This allowed everyone to regroup and bring more complete data to the next meeting and be more productive.

### **Section D Interpersonal Dynamics:**

Starting with Kamal, as the team leader he was more of a neutral authoritative presence with apparent respect from the others as they went along with his decision to reschedule the team selection and maintain the pace of the meeting. Moving on to Mei, she was more proactive in trying to give her team the chance at being selected

even though the data wasn't entirely complete. She was proud of her team and wanted to give them the chance to prove themselves. Li was similar to Kamal in the sense that she was more neutral and honest in her claims that she would need more time to accurately collect and manage the data needed to represent both teams when questioned by Mei. Her friendly nature was well-received by the other group members. This leaves Diego who promoted leadership as that's who he wanted to impress by speaking highly of his team and the upcoming project they had. While Diego and Mei had good intentions for their teams, their disagreements and negative communication styles were very present and not well-received as Kamal stepped in to deter any other rising conflict and end on a good note.

### **Section E: Follow-Up:**

#### **Implementation Email**

**Attendees:** Myself, Li, Mei, Diego, Kamal, Omar (minutes)

#### **Goals and Expectations:**

Review the new data set provided by Li to determine which team will receive the equipment upgrades. Once complete, set a follow-up to review how the implementation has affected workflow and productivity.

#### **Discussion Items:**

- Is the data understood by all members?
- How is the data viewed in relation to team size and active projects?
- How can we better include Meis' team data in the report?
- What kind of IT usages are being logged for usage time?

This meeting will begin with a refresher on the previous meeting's topics and coverage of any unanswered questions. We will then continue with the presentation of Li's data along with the new parameters and inputs that could not be included previously. Li's findings will lead us to the discussion topics to better understand how each team operates and how the data is used. Once all data has been reviewed and any new questions have been answered, we will move forward with selecting the team that will pilot the rollout. A follow-up meeting can then be set up for implementation planning and observing if it will have any positive or negative effects on workflow.

### **Section E 1 Justification:**

- It is necessary to have all previous group members to make sure all of the last meeting's topics can be covered and no new questions come up. It is also important as the next meeting will take care of the team selection so all candidates must be present for implementation to begin.
- Having a well-defined set of goals for the meeting is important for maintaining focus and structure throughout the discussion. In this case, it is imperative to follow up on any questions asked and make sure to review the new data presented and make a decision.
- Being able to ask specific questions in the meeting will allow for a better understanding of what the data is representing. For example, if the data collection from a month duration is similar to the two-week duration, then we could conclude that Meis' claims were less impactful as they seemed. On the other hand, knowing how the usage data is used and the correlation between usage and team size will allow us to determine which team will be better suited for the implementation.
- Formatting the meeting to follow-up on previous questions and discuss the new data will give each team leader a good idea how the implementation will proceed. This allows for the chance to ask any new questions and sort out any other disagreements that may arise. Allowing everyone's voices to be heard will facilitate peaceful decision-making when the selection begins. Finally, saving the team selection for the end will allow the group to then move forward with implementation planning and answering any final follow-up questions.

### **F - Sources**

No sources were quoted, paraphrased, or summarized in this assessment.