

OSM1 Task 2: Meeting Analysis

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IT Leadership Foundations – D194

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A. Explain the outcomes of the meeting.

Meeting agenda items:

1. Status update.
2. Li presents report on system information.
3. Review and discuss the report presented by Li.
4. Decide the first team to pilot the upgrade rollout.

After close attention to the recorded meeting provided, it is my conclusion that the meeting was not executed in parallel to the agenda notes as seen listed above.

The agenda starts with calling a status update, which I interpret to be a status update from the two of twelve selected teams for this implementation project. Though this is not limited to such as other members of the meeting could provide a status update relevant to the project. The status update was only done by Li, partially, as they announced that the data found should be re-established as an effect. The cause is sourced from both Li and Mei's concerns, stated later.

Expecting Li's data to be presented, Li's data was verbally announced only briefly. Mei suggested the data did not accurately represent the status of her team. The data was said to have been used over the last two weeks to represent the number of active projects and usage. Mei explained her concerns with the data by detailing her team having significant planned absences. This did cover agenda item two, partially, and agenda item three, as Diego expressed his concern that the data was accurate, regardless, dismissing the need for re-establishment.

The fourth and final agenda item was not carried out as the two-thirds majority of the parties, Li, and Mei, wished to re-establish the data, with the one-third minority, Diego disagreeing. Ultimately extending the timeline for a decision on which team pilots the upgrade rollout. Li and Mei feel as there is a discrepancy between the current data and a final solution. Though the

agenda was not completely followed for this meeting, the cause for concern is valid just as much as Diego's and Kamal's concern that the project has been delayed too long.

Conflicts arose between beginning with Li's data and Mei's. Li presented her data on the usage percentage among active projects per team within two weeks. Mei stated that her team had been on planned leave and that the usage data may be incorrect. Presumably, Mei believes that the usage rate would be higher with more employees increasing the percentage, had the employees not been on leave.

A second conflict arose between Diego and Mei. Diego stated that the data was correct, disregarding Mei's argument that her team was not available to be accurately analyzed or compared. Diego stated that the implementation project had already been delayed enough. Though both Diego and Mei present valid arguments, I identify this as a conflict alone between the two team leaders, and that the conflict should be noted to dilute any future potential conflicts between teams. It should also be noted that Diego preferred his team for selection based on "high-profile" projects his team is working on, related to higher-ups. While Mei shared that some of her team is currently using personal devices to work on projects.

A third and final conflict came between Diego and Kamal, against Li and Mei. Kamal, like Diego, presented that the project has been delayed and should carry on with the current data available, though Kamal did understand that not all data was perhaps accurate. While on the contrary, Li and Mei suggested it was only fair to re-establish the data to accurately represent each team, specifically Mei's team given the condition of her team.

Kamal was understanding of Mei and Li's concerns for the data though still leaning in favor of what concerns Diego had. Kamal also stayed focused on the meeting's direction (a step or two

away from the agenda as necessary) even when presented with an interruption from Mei along with her disagreement in parallel with Li. Mei stood strong on her argument of potentially inaccurate data, and that the data be re-established. Li, not being on team A or team B, presented the data and sided with Mei as she saw it logical to obtain data more correctly (to Mei's team) while not being as confrontational as Mei. Diego's consistency with choosing a pilot team in the prior meeting was not met with a low nor high degree of emotion. Diego stated why he believed his team was a good fit for the implementation though was rather firm that the data was correct. Diego was a level lower than Mei emotionally as he digressed after noticing repetitive disagreement about the data accuracy.

B. Evaluate the effectiveness of communication strategies demonstrated in the meeting.

During the duration of the meeting, members demonstrated different communication strategies. Starting with the meeting leader, Kamal. Kamal listened to what each team member had to say, even if a team member were to interrupt him unexpectedly. Kamal sat still and faced the camera to display the virtual meeting room's leader, doing his best to direct the meeting even if the meeting did not follow the agenda in its entirety.

Mei, fought for control of the meeting. Mei early in the meeting had interrupted Kamal when opening the meeting. Mei also was confrontational upon receiving the data presented in the meeting. Mei's communication drove the meeting for agenda item two, though Li was to present the data. Also, item three, to discuss the data, though was rather aggressive, ultimately leading to Diego backing away from this item later in the meeting.

Li was well seated and directed their attention to the meeting with proper communication styles. Li, in a sophisticated manner, gave a justifiable reason to why they had felt the data gathered was not necessarily viable. While Li did play into supporting Mei's arguments as they were parallel to Li's, in the decision to delay the implementation further, they had done so professionally with bias only to the data.

Diego, though making valid argument that the implementation had been delayed enough, did not seem invested in the meeting. Diego sat turned away from the meeting, and suggested rather quickly that the project had been delayed enough, lacking investment. Diego's body language did not enthuse interest, along with perhaps unintentionally degrading Mei's argument; Diego's vocal inflection demonstrated interest only specifically to when Kamal had mentioned he was

Chair to the committee. Diego's vocal inflection demonstrated interest only once more when he suggested his projects were of the highest importance, potentially to diminish Mei's argument.

Ultimately the decision delay came from various communication strategies from each member of the meeting. Kamal, by active listening to the meeting and its' members, decided against deciding from the lack of data in Li's report. Mei alongside Li confidently stated the data was lacking and that the decision should come later, with no waiver to any objection. Diego did not necessarily play a role in delaying the decision as he opposed it.

C. Identify the informal leader of the meeting and analyze their approach to leadership.

Kamal was the informal leader of the meeting. Kamal initiated the meeting with the goal in mind of making a decision. Kamal was understanding of the concerns brought by Mei and Li which did not result in a pilot team decision; Kamal was able to listen proactively to all members of the meeting and by learning individual perspectives, made the valid decision of not proceeding with a pilot team decision. Though there was no decision which was ultimately the goal of the meeting, Kamal led this team to the best outcome possible and therefore was the informal leader.

- D. Explain the overall interpersonal dynamics of the team, including how each team member contributed to the meeting's outcome.
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Kamal, though starting with the intention of deciding on the pilot team for implementation, ended the meeting appropriately by choosing to wait for a decision. Kamal, confident initially, ended confidently with a different outcome than expected while maintaining low, professional emotion to lead the meeting. Li was open and honest about the potentially inconsistent data. Li properly addressed the concerns both team leaders had with their presentation of the data in a professional manner with total control of emotion. Mei was genuine about her concerns as it directly affected her team, which she put before herself. Mei could have been more composed, though her direct commitment to her team was not unsung from her participation in the meeting. Diego also could have been more composed, though in the opposite manner to Mei. Diego's body language could improve, along with the representation of his concerns. Diego specifically stated his projects were related to the company's executives/leadership. Diego seemed more concerned with his impression on a high-level more than why the implementation should prefer his team.

- E. Plan a follow-up meeting in response to Kamal's email to facilitate agreement on prioritizing one of the two teams.
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List of team members that should attend the meeting:

- Kamal (Team Supervisor)
- Me (Team Lead)
- Diego (Team A)
- Li (Data Analyst)
- Mei (Team B)
- Scribe (Omar, next available)

Questions:

- A. What are the sizes of each team?
- B. What are the needs for each team? (Avoid personal reasoning i.e., "high-profile projects").
- C. What does the data suggest? Was the delay proper? What is the difference between this presentation and the last presentation? Have each team lead explain current IT usage.
- D. Final questions?

Goal:

- Select the pilot team for implementation.

Plan:

The meeting will start with the request that all questions be held until the end. Each team will be asked their sizes. The teams will be asked about their needs in terms of equipment/implementation. The question shall be re-asked if the team leader does not state appropriately why their team needs the equipment/implementation. Li will then present the new data. The data will be compared to the last meetings and the members of the meeting will come to a consensus to the best of their ability that the data is valid. After that, final questions will be

asked. Finally, a decision will be made after effective communication and explanation. The team chosen will be reached out to for planning post-meeting.

E1. Plan a follow-up meeting in response to Kamal's email to facilitate agreement on prioritizing one of the two teams.

All members that attended the last meeting are to be invited to this meeting. All members played an important role in the last meeting as described in previous sections. All members will see a decision that will let them carry forth with business regardless of the decision.

The meeting questions will pertain specifically to deciding by the end of this meeting. The scope of the pilot implementation concerns the sizes of the teams along with all general and specific needs. This project intends to implement teams with equipment upgrades, valid reasoning for the better of the team is required. Data plays an important role in making the decision; therefore, it is best properly understood. Asking if the delay was best is appropriate for the data analyst so, if planned leave time occurs again, decides if the delay was necessary. Asking the team leads about their IT usage would help begin a discussion about if tickets generated are equipment issues or general help needed. Final questions will be asked at the end to ensure an understanding of the meeting and its' artifacts.

The goal of the meeting needs to be straightforward. This project has been notably delayed therefore the goal should be simple. Complete the project; begin implementation for equipment upgrades as directed.

Having a planned agenda for the meeting directs the meeting from start to finish. It is important to follow the plan as this project needs to gain momentum. The team lead (I) will need to be responsible for the communications of the meeting as they should be minimal during most of the meeting. The only times another team member should explain themselves is when Li presents data, answer questions planned for the meeting asked by the lead (I), and ask questions

at the end. The meeting members should maintain a respectful attitude and demonstrate listening until asked for input.

- F. Acknowledge sources, using in-text citations and references, for content that is quoted, paraphrased, or summarized. (As-needed).
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G. Demonstrate professional communication in the content and presentation of your submission.
