**Task 2**

**Section A Outcome of Meeting:**

The meeting to decide which team to select for the equipment upgrade with Kamal, Diego, Mei, Li, and Omar did not follow the meeting agenda provided by Kamal in his email. The first item of the agenda was from my understanding to provide a status update about each manager's team. However, Mei interrupted Kamal to direct the conversation away from this agenda item to veer the conversation down a path discussing why the equipment upgrades are taking so long. Mei did touch upon this item a little later in the discussion by stating that last week her team had a lot of members out unexpectedly as well as that some of their equipment has reached a point that it isn't working properly and that team members have had to use their personal systems to meet project deadlines causing some security issues. Diego made no mention of the status of his team, only that his team was expecting a high-profile project in the near future and that he believed that his team should receive the upgrades first.

Kamal was able to redirect the conversation back to the meeting's agenda and Li presented her data pertaining to each team's members including managers regarding the age of systems, history of upgrades, uptime and downtime, number of help tickets during the prior two weeks, project assignments and security parameters. This was well within the meeting agenda set by Kamal. However, Mei did not agree that the data was truly accurate. Firstly, she mentioned that last week her team experienced a large number of unexpected absences, and if the data was pulled from the previous two weeks it wouldn't accurately provide information pertaining to her team. Secondly, she told Li that many of her team members troubleshoot a lot of their problems versus submitting tickets making this metric not accurate. Diego believed that the data was accurate and wanted to proceed with a decision using the currently provided data. However, Li agreed with Mei and that they wanted to provide the most accurate data possible stating that they could run the report to include a month of data. They also stated that there was other information they wanted to include in the report but were unable to finish it before their meeting.

The main objective of the meeting was to select which team would receive the equipment upgrade rollout first. However, a consensus about the accuracy of the data being used for this decision could not be met. Mei and Li believed that the report needed to be rerun to provide a more accurate status of each team's system information. Li stated that the report could be completed within a day. Diego did not want to wait and wanted to use the current data to make a decision that day.

The main conflict during the meeting was over the accuracy of the data presented by Li. I do believe that Mei's concerns over the accuracy of the data are valid and believe Li's suggestion to run the report to include a month's worth of data to be a viable plan to provide more accurate information on each team. I feel that this added information will provide the foundation for a decision that will be most beneficial to the company. However, Diego believed that the data was accurate and wanted to proceed with selecting a team with the current data provided. I believe that part of this could have been from bias on Diego's part because his team was selected by the current report. A secondary conflict arose with deciding as to which team would receive the equipment upgrades first. Diego and Kamal wanted a decision to be made that day but for different reasons. Diego believed that delaying might cause more harm than good and Kamal was concerned primarily with the fact that upper management expected a decision to be made today. Li and Mei believed that more accurate data was needed for a decision to be made. Ultimately Kamal did realize that not all the information needed was not available for a decision to be made that day and that a list of important questions concerning the pilot should be compiled.

When responding to conflicts during the meeting Mei was rational and succinct in delivering the reasons she believed that more accurate data was needed. Li was forward and direct when addressing the issue and agreed that more data was needed. When the issue came forward Diego initially voiced his concern that a delay might cause future problems. However, by the end of the meeting he had become detached from the conversation. Kamal was open to each meeting member's opinions and concerns and addressed each promptly.

**Section B. Communication Strategies:**

Mei was quite aggressive during the meeting. She interrupted Kamal at the beginning of the meeting to discuss something that was not a part of the original meeting agenda to begin with. She was very outspoken in her belief that the data was not complete. She also used a lot of non-verbal cues in her delivery via facial expressions and head movements. The way that Mei communicated during the meeting directed the conversation on a path more aligned with her goals, to get more accurate data.

Li acted in a level-headed and professional manner during the meeting. When questions were brought up about the accuracy of data she was providing she addressed the concerns immediately and provided a potential solution to gather more accurate data. Her agreement that a larger data set would provide a more accurate depiction of the teams would be beneficial was a driving factor for a team not being selected.

Diego is more concerned with his team and their image than what is best for the company. At one point he said his team was working "…on some high-profile projects. So I think a successful upgrade for my team will get high visibility and be valued by leadership." Giving the impression that Diego is dismissive of Mei's team and their contributions to the company. He also used phrases like "I want" or "I don't" giving the impression that he believes his input is more important than the group coming to a consensus. One thing I noticed was Diego's diagonal positioning of his body in relation to the camera, whereas every other team member was squared with the camera.

At first, Kamal was adamant that a decision be made during the meeting. When the conversation veered from the meeting agenda he would redirect the conversation back to the meeting purpose. However, he also demonstrated the ability to listen to the other team members and concerns. When Mei and Li agreed that more data was needed for the decision and then Mei also brought up questions about the project in general, Kamal agreed that not all the information needed to make a decision that day was not available and promptly ended the meeting.

**Section C Informal Leader:**

Kamal was the informal leader of the group during the meeting. He introduced himself as the chair of the equipment upgrade project and outlined the purpose of the meeting and items to be addressed during the meeting. Establishing this at the very beginning showed me that he was the informal leader of the group and would be directing the meeting as it progressed. Kamal showed great strategic thinking during the meeting. At first he was direct that it was expected by upper management that a team would be selected that day, but the direction of the conversation revealed that more information would be needed to make an accurate decision. He then promptly ended the meeting citing that would meet up again in a week to discuss the issue with more complete data. This kept the meeting from dragging on and kept it short and succinct.

**Section D Interpersonal Dynamics:**

It was clear from the meeting that Kamal is respected as a leader among the group. Diego even commented that he was glad that Kamal was the chair for this project. He was neutral during the meeting and listened to each member's viewpoints and concerns and ultimately decided that the decision needed to be postponed. Li was also neutral during the meeting. When criticism of the accuracy of the data they presented became a conversation topic they were not combative. They listened to the concerns calmly and professionally and ultimately agreed that a larger sample size would provide better information to base the decision on. Diego is more concerned about his team and how they would look for the company. At one point he even said that his team was working on some high-profile projects and that a successful upgrade would get high visibility. Mei, however, is concerned about her team's equipment malfunctioning to the point that team members have to use their personal systems to meet deadlines at times. She is pushing to make this change for her team. These opposing viewpoints between Mei and Diego have caused some internal conflict within the group.

**Section E: Follow Up:**

**Follow-up Meeting**

**Attendees:**

Kamal - Project Chair

Myself - Team Lead

Li - Data Analyst

Diego - Team A

Mei - Team B

Omar - Administrative Assistant

**Goals:** Process data from a report covering a month's worth of data and select the team that will be used as the pilot for the equipment upgrade project. Set a meeting with the chosen team to discuss the rollout schedule.

**Questions:**

1. Is there a difference in the data from the two-week sample versus the one-month sample?
2. Are typical project size and deadline times for each team a factor in the data?
3. Are tickets only related to equipment issues being used for the data or all types of tickets?

The meeting will begin with Kamal giving a summary of the previous meeting and then I will lay out the goal of this meeting and the expected results that a team be selected. I will ask questions to be held until the end of Li's presentation and then Li will present the data for the one-month sample size and then I will ask my questions about the data. An opportunity for questions and concerns by the team leaders will be presented. I will then direct the group to select the team that will be used as the pilot for the equipment upgrade project. Before closing the meeting I will set up a meeting with the chosen team to discuss the rollout plan.

**Section E 1 Justification:**

Each member from the previous meeting is key to the decision to be made in this upcoming meeting therefore they should all be included again. It needs to be determined if there is any difference in the reports between the two-week sample and the one-month sample. This will allow us to know if the larger sample size has given a clearer picture of the teams. I would also like to know if typical project complexity and deadline amounts are a factor in the report. If a team is regularly working on complex projects with short deadlines it might be beneficial to the company to upgrade that team's equipment first. Questions about the substance of the data and more specifics of what data is included when the report is generated is an important discussion topic. My particular concern is with what type of tickets are being used when the report is generated. If there are a lot of non-equipment-related tickets used then that would not provide accurate information on the state of a team's current equipment.

I have structured the meeting in a way that will provide the greatest flow from beginning to end. Having participants wait for a question and answer period after Li's presentation will allow for minimal interruptions during the presentation. It also allows every member to be on the same page at the same time. They have the same information and a meaningful discussion about the data and its implications can then occur.