

Performance Assessment: IT Leadership Foundations
Task 2: Meeting Analysis

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IT Leadership Foundations—D194

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A. Explain the outcome of the meeting, how closely it followed the meeting agenda, the conflicts that emerged, and how different individuals responded to conflicts that emerged during the meeting.

Two managers from separate teams, a facilitator, a data analyst, and an administrative assistant attended a meeting to discuss an upcoming equipment upgrades project. Kamal Turay, Li Johnson, Diego Turay, Mei Miller, and Omar Patel participated in the meeting to discuss plans for rolling out the new project and determining the right time to start the project. Initially, the meeting agenda intended to focus on a status update, discuss a report on system information by Li Johnson, the company's data analyst, and decide which team should pilot the upgrade. However, the meeting soon became disorganized because each team manager rushed to explain why their team deserved to pilot the new rollout. Diego Turay, the manager of Team A, was the first to interrupt Kamal Turay, the group's informal leader, conveying his impatience with the slow rollout. Not even a few minutes into Kamal's explanation, Mei Miller, the manager of Team B, jumped into the conversation, interrupting Kamal to ask what was holding up the new project. Kamal tried explaining to the group that it was the purpose of the meeting to choose which team would implement the new rollout by examining the team's performance data created by Li Johnson, the data analyst. After Li Johnson explained the team's performance data, Mei jumped in, questioning Li's findings because she thought Li used numbers that did not accurately represent her or her team. Mei wanted Li to rerun the numbers to reflect more data, time, and the extra variables that Li did not account for in the first assessment. Diego wanted to use Li's data assessment and decide which team should implement the equipment upgrades rollout. After considering the data, Li agreed and sided with Mei to review the numbers again and wanted to make a more informed decision before committing to which team to choose.

In the end, the meeting participants could not select a team to roll out the new equipment upgrades, delaying the project yet another week because all but Diego agreed on having Li rerun both teams' numbers before rushing to a decision. They also wanted to hear from the new implementation team lead who missed the meeting that day and listen to what he had to say about which team should begin the new equipment upgrades rollout. The meeting agenda did not go as planned, resulting in the project being delayed for another week.

The conflict that emerged from the meeting focused on the two managers from Team A and Team B, Diego Turay and Mei Miller, respectively. The managers argued why their teams should lead the new equipment upgrades project, and even though they had valid arguments, they conducted themselves in an unprofessional manner. Mei was often aggressive, rolling her eyes and being dismissive of others. Diego did not show restraint and wanted to impulsively decide on a team before receiving all the details about both teams' past performances. Mei was concerned that her employees would lose morale because they had worked a long time with outdated computers and equipment and that they should be the first team to upgrade their systems. Diego believed everyone in the meeting had enough information to make a final decision. He was more concerned with impressing upper management than what was best for the company. The central conflict between the two team managers involved Diego's impulsivity and Mei's need to make her team happy, resulting in the conflicting responses.

B. Evaluate the effectiveness of communication strategies demonstrated in the meeting, how they influenced meeting outcomes, and how they hindered decision-making.

Each member of the meeting demonstrated some positive communication strategies and a few strategies that needed additional work. Kashyap (2022) listed nine effective communication strategies to help teams relate with each other better and seven

communication mistakes they should avoid. I will apply these communication strategies to the participants, showing which strategies they excelled in and which they needed to improve. Kamal did an outstanding job granting participants equal time to discuss their issues and concerns. He also demonstrated excellent listening skills, only speaking when he needed to guide the group or keep them focused. Preparation is vital for effective communication, and Kamal did a fantastic job preparing beforehand. He involved people, defined clear goals, and understood the requirements of the meeting. However, Diego demonstrated impatience with his colleagues and needed to improve his listening skills. He was more interested in speaking than in listening. He also allowed his emotions to overpower his reasoning skills because he wanted to make a quick decision before letting Li finish the new report. Likewise, Mei needed to be aware of her non-verbal communication cues and the tone of her voice. Not only did she come across as overly aggressive, but she also demonstrated contempt for her fellow team members by rolling her eyes and making harsh facial gestures, creating a hostile environment. The data analyst, Li, was open and pleasant throughout the meeting. Li was prepared and displayed effective communication skills by smiling and speaking respectfully to everyone in the meeting, without interrupting anyone, and encouraging others to communicate freely and openly.

The meeting agenda failed due to the teams' inability to work together, resulting in the project being behind schedule for another week. Both teams could have resolved their conflicts had they used effective communication strategies. Mei was adamant about Li redoing the reports so that Mei's numbers would look better, while Diego insisted on having the group choose a team because the numbers were in his favor. The two managers overlooked what was best for the company and focused on their own needs and desires. They could have resolved the conflict if they had shown mutual respect, not spoken over

the other, and understood the other's position.

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

Kamal was the informal leader of the meeting. Not only did he start the discussion with a proposed agenda, but he explained how he was the chair of the equipment upgrades committee. His communication skills and demeanor exemplified his years of experience as a leader. He exhibited an empowering and participative leadership role (Yukl & Gardner, 2019). He involved everyone in the decision-making process and allowed everyone to participate in the decision. He acted as a facilitator and gave each participant an active role in the meeting. Kamal maintained focus and control of the group by keeping everyone focused on the meeting agenda. Every time Diego and Mei shared their frustration with how slow the rollout was taking, Kamal would direct them back to the main goal of the meeting—that is, choosing the best team for the upgrade. He was instrumental in keeping everyone focused and on track.

D. Explain the overall interpersonal dynamics of the team, including how each team member contributed to the meeting's outcome.

In professional organizations, interpersonal dynamics describe the strong connections between employees, managers, and stakeholders and how they collectively work together to do what is best for the company (Chaudhary et al., 2021). Kamal was eager to have the team managers collaborate and choose a team. He had a polite and calm attitude towards his colleagues, and the other participants respected him for his years of service to the company. Likewise, the meeting's participants responded well to Li, the data analyst. The interpersonal dynamics between the group, Kamal and Li were pleasant. However, the interpersonal dynamics between Diego and Mei were complicated. It may be speculation, but I noticed that Diego and Kamal share the same last name, Turay. I do not know if this interpersonal conflict between Diego and Mei is rooted in Diego's connection to the

company, but without further discussion, it is unknown and highly speculative.

Nevertheless, their aggressive behaviors toward each other resulted in delaying the project by another week. Their behaviors did not reflect what was best for the company and added an unnecessary workload for their colleagues.

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

- List of team members: Kamal, Li, Diego, Mei, and I will attend next week's meeting to choose which team will pilot the equipment upgrades rollout. My justification for having the same people at the meeting is that I want to utilize Kamal's experience and ability to relate to the team managers. Li needs to be present because of the new data they will present. Diego and Mei will need to explain why they think their teams deserve the first rollout of the upgrade.
- Questions to ask in the meeting:
 - i. How does the new data compare to last week's data on team performance and system deployment? Does it reflect a notable change from the previous week's data or the same?
 - ii. Mei's team has fewer employees and more active projects, so would piloting the new equipment upgrades project interfere with her team's productivity?
 - iii. The fact that Mei's team is using their personal computers to finish work is concerning because of the security issues involved. I will need further research on why Mei's team works on such outdated equipment. The possibility of selecting Mei's team for the upgrade rests on the security concerns she mentioned during the last meeting.
- Goals and expectations for the meeting:

- i. The goal is to determine which team will pilot the equipment upgrades project. My personal goal is to introduce myself to the team managers, Li, and Kamal, developing a solid intrapersonal relationship between the group. Since I am new, I want to have all the members present so we can formally meet.
 - ii. The expectation is that we can set aside our differences, evaluate Li's updated report, and collectively execute the rollout. The sooner we begin the first team's upgrade, the sooner we can start on the second team's upgrade. We must work together to benefit the company's overall success.
- How to facilitate the meeting and lead the team to a consensus:
 - i. I will incorporate effective leadership skills by being a supportive leader. Leaders that develop supporting behaviors (displaying acceptance and positivity, showing interest, expressing empathy, promoting employees' confidence, and demonstrating a willingness to help) find their employees perform better and are happier (Yukl & Gardner, 2019). I will explain that I am eager to implement the new equipment upgrades project because I want to see everyone in both teams succeed in their jobs by giving them the absolute best tools. I can only do this if we decide on which team to roll out the upgrade. Unfortunately, we can only select one team at a time, but this does not mean we will leave out the other team. As soon as we finish the first team's upgrades, we will roll out the subsequent team's upgrades. I will show empathy and a willingness to listen to each person's concerns. Both teams will reach a consensus because delaying the

project further will only result in everyone having to wait, harming the company's employees, managers, and stakeholders.

References

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