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IT Leadership Foundations D194

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Task Two

A. Explain the outcomes of the meeting, including the following:

• how closely the meeting followed the meeting agenda

- Accomplished 3 out of 4 tasks set by the agenda.
- Did not accomplish deciding on pilot team

• the conflicts that emerged during the meeting

- Deigo paints the upgrades in a negative light (poor tone of voice). He also makes sarcastic remarks about how things haven't been progressing and that leading the pilot will be difficult for Kamal Turay.
- Mei interrupted Supervisor Kamal (poor tone of voice, failing to listen, reactionary)
- The data is under review as it may not have included enough information
- Mei is combative in her tone of voice while she is expressing her concern about the data, as well as questions Li's credibility.
- Deigo thinks only of his capabilities and does not value Mei's team (reluctant to gather more data to accurately prove her team's ability; reactionary; emotion over logic)
- Kamal ends the meeting with a unanimous statement, but he made the mistake of assuming everyone was on board with waiting a week (disregarded Deigo)
- The agenda is not met because the pilot team is not chosen.

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

- Kamal does an excellent job redirecting after negative input from both Deigo and Mei and takes charge of leading the conversation.
- Li does an excellent job acknowledging Mei's concerns regarding the accuracy of the data, agrees she would like to rerun the data, and offers to do so.
- Deigo resists rerunning the data, expressing concern about the delay, but disregards the importance of accurate data.

- Kamal acknowledges Deigo's concern regarding a weeklong delay.

B. Evaluate the effectiveness of communication strategies demonstrated in the meeting, including the following:

- how various communication strategies influenced meeting outcomes

    - Everyone was given the chance to speak, which changed the direction of the outcome since Mei was able to speak up about the data not including her team's work. However, she was quite reactionary and held a tense tone almost every time she spoke.
    - Deigo also showed that he was bad at listening to others and their perspectives. He and Mei alike were both careless and negative in their tone of voice. Deigo also showed that he could not logically agree that updating the data was the appropriate step forward.
    - Li was factual and remained unbiased, wanting only to make decisions based on data. She did not reject criticism and accepted that the data may have underrepresented Mei's team.
    - Kamal Turay welcomed feedback and allowed everyone a chance to speak. He performed his leadership role well and remained cool-headed.

C. Identify the informal leader of the meeting and analyze their approach to leadership, including the following:

- a leadership skill exhibited by the informal leader

    - Kamal, the informal leader of the meeting, demonstrated the leadership skill of Group Maintenance behavior.

- a justification of why you identified that particular informal leader

    - He smoothed over interpersonal conflicts, asked for feedback, and maintained a neutral tone that encouraged conversation.

- how the informal leader maintains focus on the problem being discussed in the meeting

    - Kamal led the discussion by addressing the agenda for the meeting and directing the beginning of the conversation. He also redirected the conversation twice to continue addressing the question of which team would pilot the upgrades. He let the meeting members carry out their own discussion and gave his input when called upon. Upon being asked questions he doesn't have the answer to, he suggests a method that would facilitate finding the solution outside of the meeting.

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

- Overall, everyone was good at voicing their concerns despite any disagreements. Kamal was concise and factual, which kept the professional tone for the meeting. Li was also concise and fulfilled her role which was to provide the data. However, had Li exercised multiple forms of communication and interviewed Mei beforehand, the data might not have needed to be updated at the meeting. Deigo was not a good listener and seemed to care only for his team, and not the entire company's success. He showed resistance to comply and was aloof in his response to delaying the decision. Mei was reactionary as well and appeared to speak emotionally. However, her points were valid, and a full data evaluation was necessary in order to make the best decision for the pilot.

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

• a list of team members that should attend the meeting

- Li Johnson, Mei Miller, Deigo Turay, Kamal Turay, and Omar Patel.

• questions you will ask in the meeting

- How did you all feel individually about the last meeting?
- What is the data report now that it has been updated?
- How will you (Deigo/Mei) utilize the upgrades should you be picked to pilot?
- How will these upgrades benefit our company in your hands (Deigo/Mei)?

• goals and expectations for the meeting

- Review new data report
- Choose team to pilot the upgrades
- Maintain a professional but light tone

• how you will facilitate the meeting and lead the team to a consensus

- Introduce myself, address the disagreements brought up in the previous meeting, review the new data report with Li, present my questions to Mei and Deigo, and lastly decide based on the data and their responses.

1. Justify each component of the given points from part E of your follow-up meeting plan.

- Everyone from the previous meeting deserves to attend the follow-up meeting as they are all equally important.
- Hearing everyone's input is important to making great leadership decisions.

- It is vital to make the decision not just based on the data but also in conjunction with how each individual team leader will utilize the upgrades for the company's greater good—not just for their team's benefit.
- Ultimately, choosing the pilot team is the utmost goal, so the data must be reviewed, and the meeting must proceed in a professional manner.