**Part A: Explain the outcome of the meeting.**

According to the agenda items, the meeting should have started with a status update, transitioned to a report by Li which would then be discussed, and ended by deciding which team would pilot the upgrade rollout. The first two items on the agenda, the status update and the report, were successfully completed. The last item on the agenda, deciding on which team would pilot the upgrade rollout, was not accomplished during this meeting. This delay was caused by conflicts among the members of the meeting.

The main conflict in the meeting centered around Diego, Team A lead, and Mei, Team B lead. Both leads believe that their team deserved to pilot the upgrade rollout. The determination was to be made by a discussion of the evaluation of data by Li, the data analyst. Mei did not believe that the data was an accurate representation of her team. Diego thought that the data was accurate and wanted to move forward with the agenda by selecting which team would pilot the upgrade rollout.

Each of the members of the meeting responded differently to this conflict. Mei was the most aggressive in her communication style. She clearly stated that she believed that the data did not fairly represent her team. Diego made it clear that he wanted the conflict to be resolved as quickly as possible and that the extra data was unnecessary. Although, he was clearly less aggressive than Mei. Li sided with Mei. She wanted to make sure that her data would give each team a fair representation. Kamal, the informal leader, acted somewhat as a mediator at the end. He suggested that a decision should be made the following week.

**Part B: Evaluate the effectiveness of communication strategies.**

The two main members of the core conflict were Diego and Mei. Based on the outcome of the meeting, is it clear that Mei’s communication strategy was more effective in this situation. Mei had more of an aggressive approach when compared to Diego. She made it very clear that she did not think this data was an accurate representation of her team. Because of her aggressive persistence, she was able to convince Li that additional data should be collected in order to fairly make a decision.

According to the agenda, a pilot team should have been selected before the conclusion of the meeting. It was because of the conflict created that this was unable to happen. Although her strategy seemed to work in her favor, it was because of Mei’s aggressive communication approach that a decision was not made.

**Part C: Identify the informal leader of the meeting and analyze their approach.**

To me, Kamal seemed to be the informal leader of the meeting. His approach was that of participatory leadership. He values each of his employees and wants to make sure that they feel that their voices are heard. The most important leadership skill that he exhibited in this meeting was listening. He really only spoke at the start and end of the meeting. At the start, he introduced the purpose of the meeting. At the end, he helped to make the final decision. During the majority of the meeting he was simply listening to the other meeting members. He used his listening skills to maintain focus on the problem throughout the full meeting. By what he said at

the end of the meeting, it was clear that he took the thoughts of each meeting member seriously.

I chose Kamal as the leader because he seemed to be the mediator of the conflict. Diego wanted to make a quick decision. Mei and Li wanted to wait for more data to make a better decision. Kamal was the voice that tried to understand both sides of the conflict and tried to make the best decision for the company as a whole.

**Part D: Explain the overall interpersonal dynamics of the team.**

Non-verbal communication is very important when talking about interpersonal dynamics. Kamal remained cool, calm, and collected throughout the whole meeting. He was a voice of reason. Mei was the most dynamic with her non-verbal communication. She used facial expressions that made it very clear that she truly believed that her team needed to be the pilot team for several reasons. Li was the only meeting member that I saw smile. She seemed to truly want her data to be as useful as possible to make this decision.

It was clear that Mei and Diego were both trying to get their team the pilot position. Almost all of their comments were in opposition to the others.

**Part E: Plan a follow-up meeting in response to Kamal’s email.**

**Team Members to Attend:** Li, Mei, Diego, Kamal, Omar, and myself

Li should attend to present the data she has updated. Mei and Diego should attend in order to protest for their teams and understand why the decision is made. Kamal should attend to give wisdom and help both sides come to an agreement. Omar should take notes.

The agenda for the upcoming meeting will be similar to this meeting. We will go over a status update, I will answer questions from the previous meeting, Li will present updated data that we can discuss, and a team will be selected.

Some questions I ask will be determined by the direction of the meeting. But here are questions that I will ask to help determine which team should drive the pilot rollout:

1. What upcoming projects does each team have and how will this decision help or hinder how they are able to perform?
2. What equipment needs to be upgraded for each of the teams?

I will ask the first question so that I can understand what kind of an impact this may have on the company as a whole. I do not want to pick a team if it will significantly impact the company. I also want to understand how each of the teams feel about this decision. The second question is more a question of logistics. Does one team need a much larger upgrade than the other? I want to make sure the upgrade is realistic in the timeframe required.

The goal of this meeting is to select either Team A or Team B to be the pilot team for the equipment upgrade. The expectations are that we will listen to Li’s report on the data and try to

come up with a decision that makes the most sense logistically for the company and try to keep morale as high as possible within both teams.

I will take a transformational approach to this problem. I will make sure that I listen and take each meeting member’s thoughts into consideration. Most importantly, I want to encourage all members of the meeting to think critically and understand that we are all here to make the best decision for the company as a whole, not necessarily just ourselves. In doing this, I believe that a decision will be made that will best benefit the company and help to keep the morale of the employees as high as possible through this somewhat stressful situation.