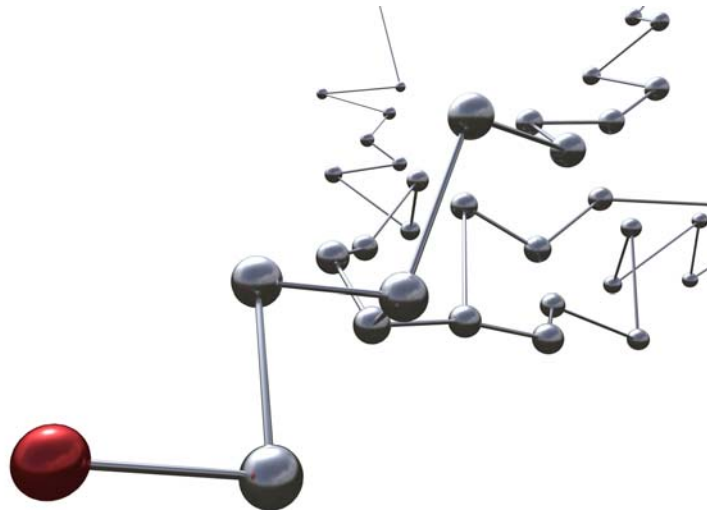

The Meeting Interaction Assessment

By Greg Robinson, Ph. D.

Summary Report May 8, 2006



Organization:

Team:

Meeting Assessed: Management Meeting

Meeting Dates:

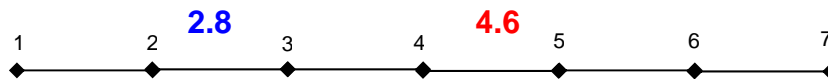
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Blue – observer Red - Team

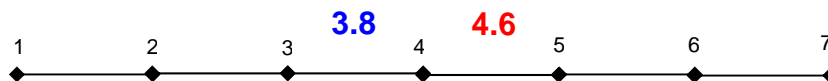
Results

The composite scores on this assessment form are plotted on the continuum of 3 core abilities: Emotional Maturity, Critical Reflection, and Systems Thinking. These are three essential competencies for effective collaboration.

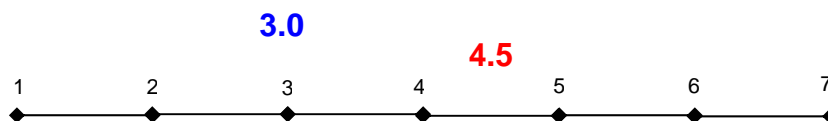
Emotional Maturity – the ability to monitor the emotional state of self and others, to regulate oneself in the face of anxiety rather than be reactive and to tolerate high levels of emotional discomfort. (items 1,3,4,8)



Critical Reflection – the willingness and ability to learn from experience, to uncover and challenge one's assumptions and the willingness to ask questions rather than simply provide advice. (items 2,5,12)



Systems Thinking – the ability to see the interdependencies between things, to see the bigger picture, to seek root causes rather than symptoms and the ability to change self rather than others. (items 11,13)



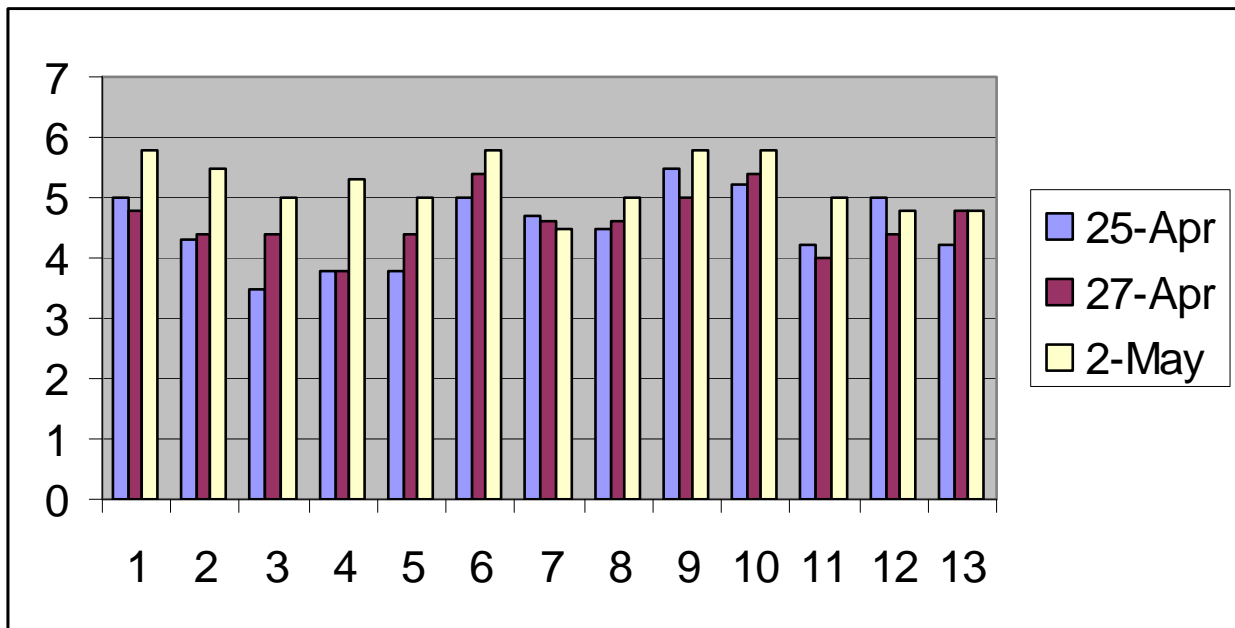
The fourth critical competency focuses on the group's willingness and ability to not only get work accomplished but to truly collaborate with others.

Collaboration - the ability to remain open so that all parties discover new ideas that they could not have discovered individually. It is made up of two factors: the level of trust and the need for autonomy. **Trust** refers to the willingness to be vulnerable or dependent upon the actions of others. **Autonomy** refers to the need to be in control of information, resources and/or act unilaterally from others. (items 6,7,9,10)



The Meeting Interaction Summary Report

Meeting to Meeting Comparison



Notes:

- Each meeting assessment had fewer responses than the previous one. By the May 2 assessment there were only 4 responses.
- Also, as the number of responses dropped so did the diversity of ratings with the exception of the non-member HR observer. The May 2 ratings may be misleading because some critical viewpoints are not represented.

The Meeting Interaction Summary Report

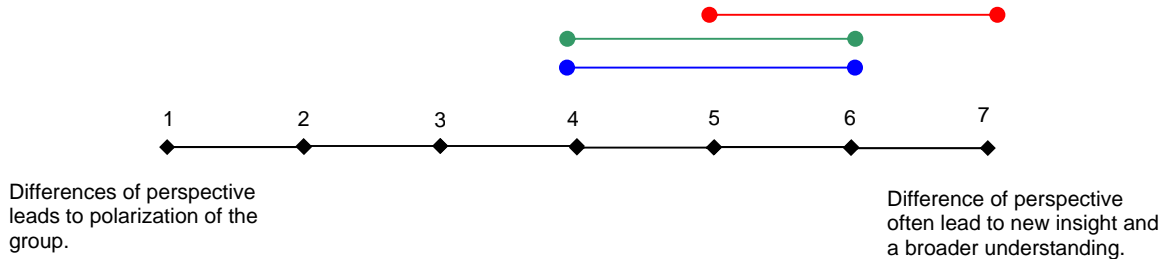
Legend:

4/25/06 – Blue

4/27/06 – Green

5/02/06 – Red

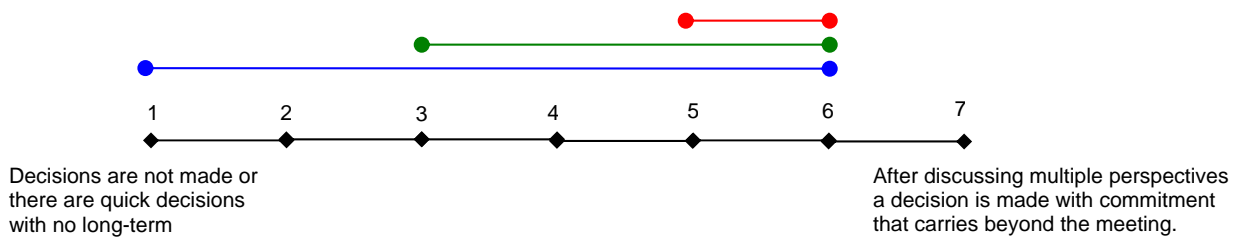
1. How are differences of perspective handled?



Comments:

- Differences of insight and new perspectives are listened to and respected but very little follow-through or change as a result.
- Differences are listened to.
- The group accepted different viewpoints from others and worked to gather input from all of the areas.
- The Group seems comfortable with the way that ideas are brought up and individuals feel comfortable in adding in when they have pertinent information.

2. How are decisions made?

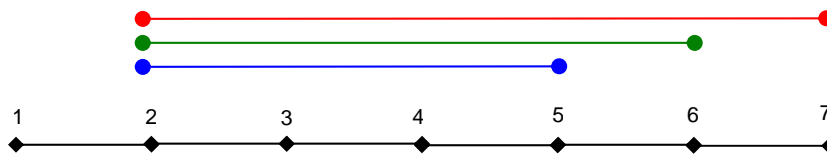


Comments:

- Serious difficulty in making decisions as it becomes unclear who makes the decision. Supervisor decision, management decision, VP decision or COO/CEO decision?
- Solid direction was given. While a group decision was not made in our meeting, it was clear that at a higher level decisions were made and the direction was passed down.
- I am too new with this group to get a full reading on this question. In the meeting it seems like they discuss well, but I don't know how the follow up is after the meeting.
- I would say that Timely Decision Making takes place, but I am not entirely sure that everyone has clear direction and expectation for the decisions to be executed properly

The Meeting Interaction Summary Report

3. How well does the group stay focused on the issue at hand?



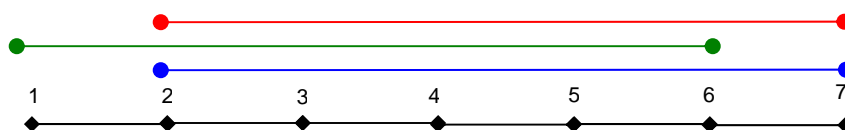
There are many side conversations; the group loses the primary topic while chasing side issues.

Clear focus to discussion; side issues are acknowledged but set aside until a better time.

Comments:

- Not everyone is focused on what they consider is “not their issue”
- Clear focus as assignments were being given out.
- Side conversations are a challenge. Usually one or two individuals will break off into a separate conversation that was spawned from the group conversation.
- In all three meetings I observed side conversations going on. For one reason there are too many people in this meeting. Now that the new director of Engineering is here, the meeting should be restructured so that 3-4 individuals who are engineers do not need to come. There seems to be a lack of respect for the others
- Sometimes too many side conversations.

4. How is emotion handled in the meeting?



Conflict is avoided at all costs or There are often outbursts that can become personal.

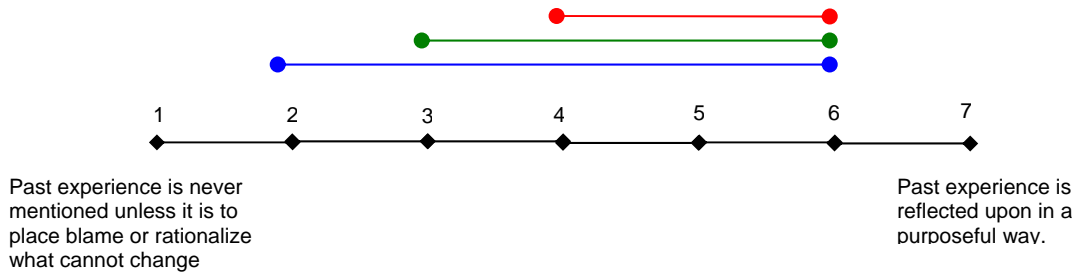
Tension is acknowledged but debates remain focused on the issue rather than a person.

Comments:

- At the leadership level, all avoid conflict in meetings.
- Conflict in staff meetings is always avoided.
- I didn't see any evidence of escalation, but from what I can tell I think this group most likely avoids conflict or at least one or two individuals only voice their opinions.
- Conflict doesn't really occur...and if something does get heated, they overuse humor to compensate for it. In one particular instance, there was humor overused and everyone but the individual to whom it was directed towards was laughing.

The Meeting Interaction Summary Report

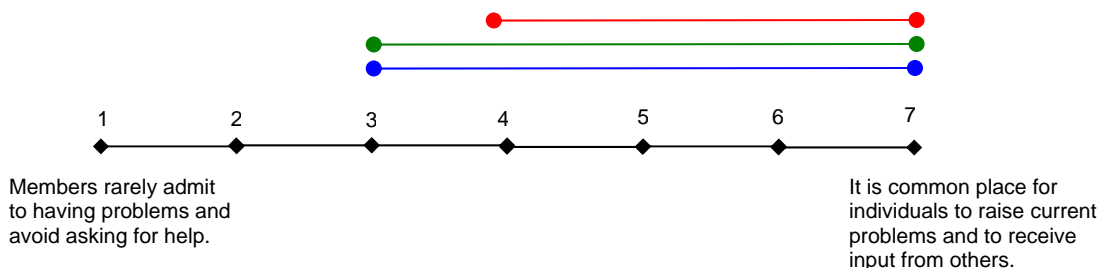
5. To what extent does the group learn from their past experiences?



Comments:

- Acceptance and implementation of change is very difficult at “company”
- The directions/assignments given will help us focus on the past if the assignments are completed. The assignments should help understand the past and make improvements for the future.
- Again not enough information directly from this meeting, but from what I know of this group I believe it is related to the above comment.
- They can recognize and talk about past experiences, but they don’t seem to take any action on what they have learned from the previous time around.

6. To what extent do members raise their problems and seek assistance from others?

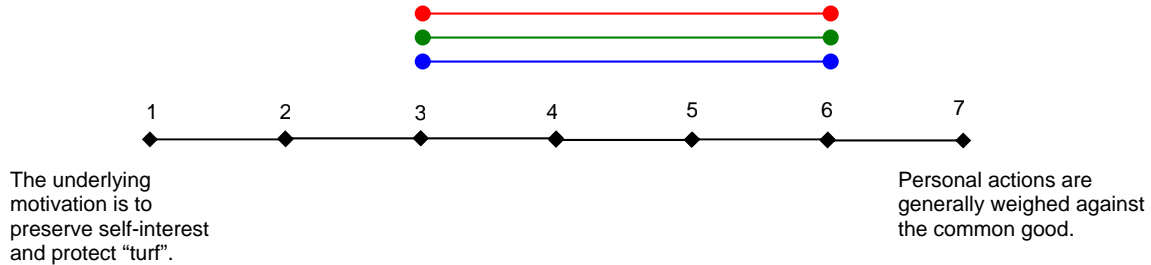


Comments:

- Members freely admit to having problems and request assistance. Follow-through and implementing the assistance is questionable.
- The team talks freely about problems.
- I think this group does a good job of raising issues, but the way in which they go about it may be of concern.
- I think they do a great job of raising issues and asking for help, but as stated before, they are not clear at what they expect to resolve it. They have more of a “Just do it” attitude but they won’t take the time or responsibility to mentor or see that process through.

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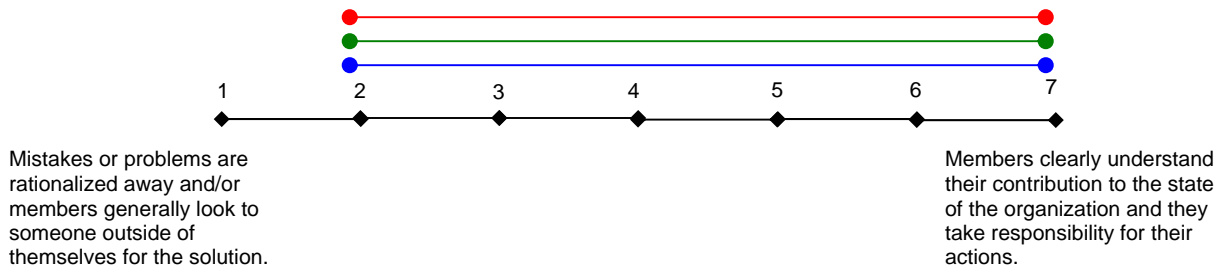
7. To what extent is the meeting dominated by politics?



Comments:

- Politics only come into play when outside organizations are involved in decisions/actions
- Very little of the meeting is political.
- Like most groups, there is a little bit of territory protection.
- There's the expected amount of politics and turf. It is not out of balance one way or the other.

8. To what extent do those in the meeting take responsibility?

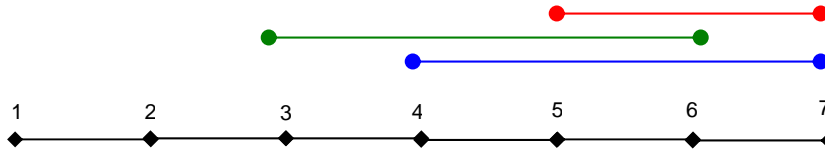


Comments:

- In general, individuals take responsibility for their actions
- I believe all members take responsibility for their actions.
- Not enough information with this group.
- Related to comments above about not wanting to get involved.

The Meeting Interaction Summary Report

9. To what extent do members freely share information with others?



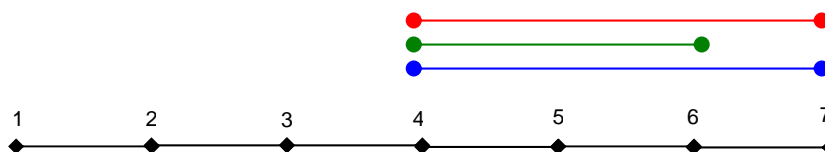
Members are guarded with information and willing to reveal only what is absolutely necessary.

Members freely share information about their areas or jobs in order to inform others.

Comments:

- Information is freely shared
- Members freely share information
- They are open about the issues.
- Information sharing is not a problem...seeing it through to action can be.

10. To what extent do members trust the expertise of others?



Members hesitate to share resources or let others take initiative without fully knowing what the other person is doing.

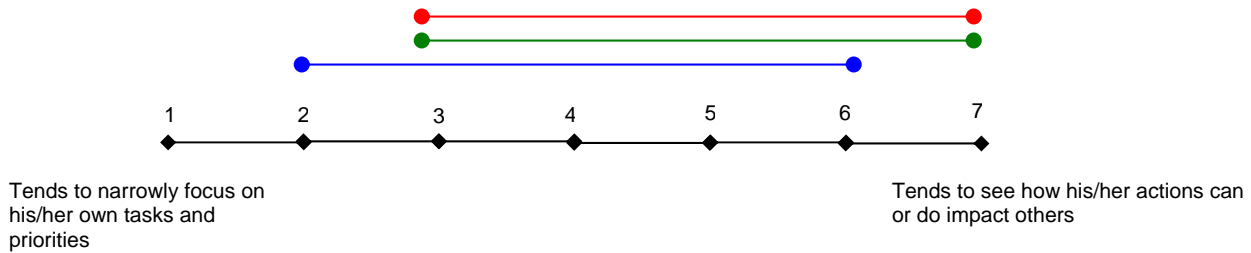
Members freely share resources and allow others to take initiative without continuously checking up on them.

Comments:

- Expertise is trusted; follow-up/follow-through is not.
- Sharing resources is difficult.
- They were effective in hearing different viewpoints from the different functions.
- They do trust expertise of others, but they are disjointed in how they put all of the perspectives together to move forward.

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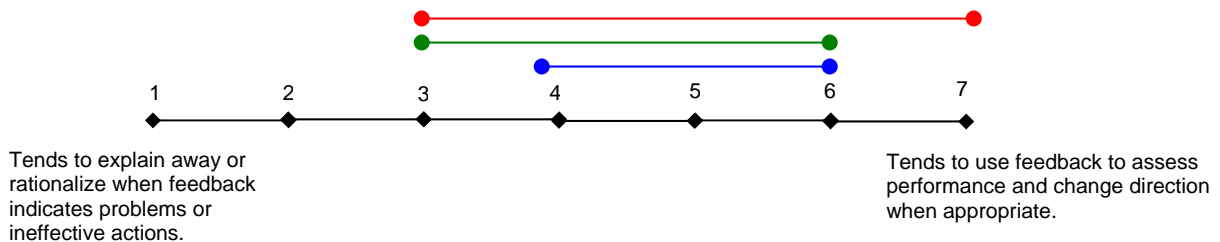
11. To what extent do members focus their attention on the “big picture”?



Comments:

- There is a lack of analyzing cause and effect.
- We're starting to move toward the big picture
- This group needs more practice on understanding the impact on all the players involved.
- They are not comfortable looking beyond the immediate business results and required numbers.

12. To what extent does the group allow themselves to be influenced by feedback?

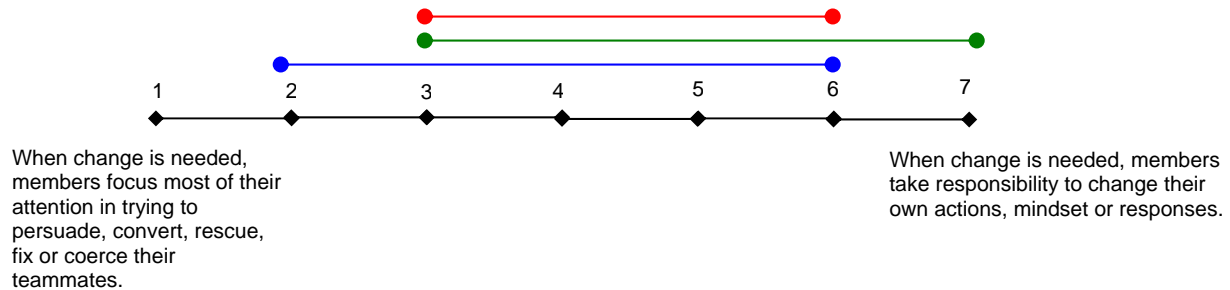


Comments:

- Feedback does help change direction and it is usually positive. If the feedback requires process changes and getting full groups to change it becomes more difficult.
- The team is working toward using feedback to assess performance and change direction.
- I think they generally accept it although I don't know how much they do anything with the feedback once it has been given.
- They hear it and accept it with a smile, but not sure if they do anything to act on it.

The Meeting Interaction Summary Report

13. To what extent do members focus their attention on trying to change others?



Comments:

- Again, the members generally take responsibility to change their actions, mindset or responses but it sometimes is only a “surface” change and not real.
- Members tend to change their own actions when required.
- The group is still dealing with the former culture of blame rather than proactively trying to solve problems together.
- I think the biggest challenge here is trust in each other. Similiar to NRD, these folks can work together and smile and appear joined on the outside; however the truth is that they don't know each other and inherently they don't trust one another. They use humor as a way to avoid this topic altogether.

The Meeting Interaction Assessment

General Observations:

Strengths:

- The team freely shares information and raises issues when necessary. This speaks well of the general atmosphere of the team and the professionalism of the team members.
- There is very little signs of a political tone to their meetings. This is a positive sign since typically, the greater the politics the lower the quality of the decision making.
- The team seems to be open to feedback. This is a necessary quality if the team wants to learn and improve their performance.

Challenges:

- The team may struggle some with keeping their eye on the “big picture”. This can lead to members taking action and unknowingly influencing other parts of the organization.
- There is a much diversity in the team member’s perspectives of the quality of the team’s interaction. This may suggest that there are perspectives that go unmentioned or unnoticed.
- The team seems to struggle with emotion especially when it comes to conflict. It was mentioned several times that this team avoids conflict which could suggest the need to build the emotional maturity of this team. Just because there is no emotional outbursts does not mean the team is comfortable with anxiety or emotion. Sometimes team’s mask their discomfort with difficult issues with humor or other avoidance tactics.
- Following through may be a challenge for this team. It may be they loose focus and too quickly move on to other issues. It could also indicate that the lack of really open and frank conversation leads to decisions that are not really supported and thus no one follows through after the meeting is over.