### Mapping the Best Technology to Meeting/Team Objectives

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<th>Technology Option</th>
<th>Best if…</th>
<th>Keep in Mind</th>
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| Audio conference without video/text support              | • Meeting objectives likely to include informing, sharing of information, or reaching consensus  
• Most members know each other                            
• Nonverbal feedback not especially important              
• Some team members have little or no access to other kinds of technology | • Identify core participants in advance  
• Use time for discussions vs. presentations; send relevant content ahead  
• Restrict use of noisy cell phones                          
• Use mute when not speaking                                 
• State names, and announce arrival and departure            
• Appoint facilitator to keep things on track                
• Create norms for start time and duration, meeting notes, and how to handle issues not covered in time allowed |
| Real-time data conference with audio/video and text/graphics support | • Collaborative authoring or group creation of some work product are chief objectives  
• Simultaneous viewing and discussion of content will accelerate desired outcome  
• All participants have equal access to needed technology and documents | • Eliminate technical glitches by testing technology beforehand, and making sure all participants are comfortable  
• Focus on key content vs. wordsmithing or formatting        
• State criteria for making changes and clarify process and timing for final version  
• All participants should have alternative access to key documents |
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| Electronic meeting systems “groupware” with audio/video and text/graphics | Decision-making or brainstorming are key objectives  
Anonymity may be important  
Group has history of protracted debate prior to making decisions  
Some members dominate, while others are reluctant to speak | Determine extent of anonymity needed for certain activities  
Make sure important discussions are not inhibited by EMS  
Don’t overcomplicate things by letting technological features have an inordinate influence over agenda |
| Videoconference | Goals of meeting include establishing new or better relationships among team members  
Nonverbal communication is likely to play a role in achieving outcome  
All have equal access to high-quality videoconferencing capabilities | Plan meeting to take maximum advantage of “face time”  
Make sure you have adequate bandwidth  
Respect time zone differences  
Understand how cultural differences might affect participants’ perceptions |
| Email | Information must be conveyed, or a response is needed  
Topics are not likely to provoke anger or contention  
“Live” discussions are unlikely to accelerate desired outcomes | Use conventions to signal relative urgency or desired action  
Tell the story in the subject line  
Avoid overkill: Who really needs to see this? Who is on the “to” list, and who is cc’d?  
Specify maximum size of attachments  
Restrict content to single screen and use pointers for additional information |