

## Mapping the Best Technology to Meeting/Team Objectives

Technology Option	Best if...	Keep in Mind
Audio conference without video/text support	<ul style="list-style-type: none"> <li>• Meeting objectives likely to include informing, sharing of information, or reaching consensus</li> <li>• Most members know each other</li> <li>• Nonverbal feedback not especially important</li> <li>• Some team members have little or no access to other kinds of technology</li> </ul>	<ul style="list-style-type: none"> <li>• Identify core participants in advance</li> <li>• Use time for discussions vs. presentations; send relevant content ahead</li> <li>• Restrict use of noisy cell phones</li> <li>• Use mute when not speaking</li> <li>• State names, and announce arrival and departure</li> <li>• Appoint facilitator to keep things on track</li> <li>• Create norms for start time and duration, meeting notes, and how to handle issues not covered in time allowed</li> </ul>
Real-time data conference with audio/video and text/graphics support	<ul style="list-style-type: none"> <li>• Collaborative authoring or group creation of some work product are chief objectives</li> <li>• Simultaneous viewing and discussion of content will accelerate desired outcome</li> <li>• All participants have equal access to needed technology and documents</li> </ul>	<ul style="list-style-type: none"> <li>• Eliminate technical glitches by testing technology beforehand, and making sure all participants are comfortable</li> <li>• Focus on key content vs. wordsmithing or formatting</li> <li>• State criteria for making changes and clarify process and timing for final version</li> <li>• All participants should have alternative access to key documents</li> </ul>



Technology Option	Best if...	Keep in Mind
Electronic meeting systems “groupware” with audio/video and text/graphics	<ul style="list-style-type: none"> <li>• Decision-making or brainstorming are key objectives</li> <li>• Anonymity may be important</li> <li>• Group has history of protracted debate prior to making decisions</li> <li>• Some members dominate, while others are reluctant to speak</li> </ul>	<ul style="list-style-type: none"> <li>• Determine extent of anonymity needed for certain activities</li> <li>• Make sure important discussions are not inhibited by EMS</li> <li>• Don’t overcomplicate things by letting technological features have an inordinate influence over agenda</li> </ul>
Videoconference	<ul style="list-style-type: none"> <li>• Goals of meeting include establishing new or better relationships among team members</li> <li>• Nonverbal communication is likely to play a role in achieving outcome</li> <li>• All have equal access to high-quality videoconferencing capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Plan meeting to take maximum advantage of “face time”</li> <li>• Make sure you have adequate bandwidth</li> <li>• Respect time zone differences</li> <li>• Understand how cultural differences might affect participants’ perceptions</li> </ul>
Email	<ul style="list-style-type: none"> <li>• Information must be conveyed, or a response is needed</li> <li>• Topics are not likely to provoke anger or contention</li> <li>• “Live” discussions are unlikely to accelerate desired outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Use conventions to signal relative urgency or desired action</li> <li>• Tell the story in the subject line</li> <li>• Avoid overkill: Who really needs to see this? Who is on the “to” list, and who is cc’d?</li> <li>• Specify maximum size of attachments</li> <li>• Restrict content to single screen and use pointers for additional information</li> </ul>