

# Teams, Conflicts, Meetings

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# Team Dynamics

## Building a Team Takes Time and Effort

### Stages of Team Formation

**Forming:** establish the team purpose, membership, skills and roles

**Storming:** develop a strategy or mode of working together

**Norming:** form a coherent team that collects and processes information

**Performing:** produce

# Conflict Resolution

conflict is healthy — leads to better solutions

conflict resolution selects the **best** from each alternative

## Strategies for conflict resolution

**compromise** : often avoids the real issues

**forcing** : one person insists of getting their way

**avoidance** : hope it will go away

**confrontation** : is the *most effective* — pinpoint the real issue of disagreement and discuss merits of the alternatives openly

# How to Run Effective Meetings

*Lay the groundwork well before the meeting.  
Define topics clearly.*

Have an *agenda*.

Make *decisions*.

Keep *minutes* of the meeting.

*Michael C. Thomsett, The Little Black Book of Business Meetings,  
American Management Assoc., 1989.*

# How to Run Effective Meetings

## Elements of an Agenda

1. Title
2. Time and location
3. Theme and definition
4. Attendees
5. Topics
  - 5.1 title
  - 5.2 description
  - 5.3 goal

## Four key decisions to be made

1. Who is responsible for solving the problem?
2. How can the rest of us help?
3. What course of action should be taken?
4. What is the deadline?

# How to Run Effective Meetings

## Outline of Minutes

- ▶ date and time
- ▶ attendees
- ▶ agenda topics discussed
- ▶ alternatives presented
- ▶ solutions agreed upon
- ▶ assignments made and accepted (*be specific*)
- ▶ deadlines (*be specific*)
- ▶ follow-up actions (including tabled items)