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BUSINESS MEETINGS: A COMPARISON OF THE EFFECTIVENESS OF AUDIO
AND VIDEO CONFERENCING IN DISPERSED TEAMS

by

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A Thesis Submitted in Partial Fulfillment
of the Requirements for a Degree with Honors
(Business Management)

The Honors College

University of Maine

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Abstract

Increasing the effectiveness of meetings in dispersed teams is crucial to the success of many businesses today. The virtual aspect of meetings conducted with teams of people who are not in the same geographical space has the potential to create communication barriers. Although research has been done on face-to-face, audio, and video meetings, little has been done to compare the effectiveness of audio and video conferencing amongst these teams. Since effectiveness is such a subjective term, the effectiveness of the meetings will be determined by the four mediating constructs: level of multitasking, time management, participation and accomplishment. Participating in the study is a team of no more than ten employees from a Semiconductor company in southern Maine who regularly communicate with other team members in Singapore. A survey of twenty questions was created using SurveyMonkey.com, which was subsequently completed by those employees in attendance. Although the sample size was too small to run any statistical data, observations were made about general trends to explore in further research. From the data that was collected, it can be assumed that video conferencing is the more effective form of communication for dispersed teams, but requires a lot more preparation and practice than audio conferences.

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Introduction

With the business world expanding into national and international dimensions, it has become much more common to find meetings taking place between dispersed teams using some sort of technology to create a virtual meeting. Although these types of meetings can range in the medium in which they are conducted, they all require a significant amount of preparation and participation from those attending so that the meeting achieves its goals. Since virtual meetings are a rather new concept to many businesses, it is important to understand how various measures of performance, productivity and effectiveness correlate to the medium in which the meeting is conducted. This information will help to ensure that companies use the form of communication that maximizes performance, productivity and overall effectiveness.

Businesses are utilizing dispersed teams even more today in the marketplace than ever before. In fact, the global workforce is getting used to being able to work from any place at any time because of the convenience and flexibility that new technology provides (Avolio, Bruce J. and Surinder S. Kahai). Although this is an important advantage to have in the business world, it can also cause problems with communication and effectiveness. Companies that need to utilize technologies for dispersed team communication need to know which methods are most effective for what they are trying to do. However, the effect of a technologically-mediated environment on a meeting is not well understood. Research on virtual teams and the effectiveness of these virtual environments has already been conducted in some areas and has been the stepping point for my own research in the field.

The most common mediums for technologically-mediated meetings are audio and video conferencing. Although there has been research done comparing audio and video conferencing with face-to-face interactions, there has not been extensive research that compares audio and video communication effectiveness. Since these are the major forms of communication for virtual teams, it is important to understand the pros and cons of each so that businesses can determine which method they would like to put into place in their own company to run the most effective meeting possible. Time and money are major resources that are often wasted in large companies, so it will be very beneficial to have this research to know which medium of communication will utilize these resources the most effectively for what the company is trying to accomplish.

During my thesis research, I measured how the communication medium affected a meeting amongst dispersed teams. In order to conduct this research I surveyed employees at a semiconductor company in southern Maine to see how participants rated each meeting that was conducted using various forms of technology. This helped to measure the level and quality of participation, ability to stay within the expected time frame, level of accomplishment, and level of multitasking during the meetings. I sent out links to an online survey created using Survey Monkey to the participating managers who then relayed those emails to each of the meeting's participants. The surveys had 20 questions that dealt with participation, time management, accomplishment and multitasking. From these, I gathered preliminary trend data on what form of communication medium was the most productive, as well as the most preferred by the people within the meetings. These surveys occurred between January 6 and February 29, and were conducted within one

team at the company. This company was selected because it must stay closely connected with other employees in facilities across the world, so it would be very beneficial to gather information on the perceptions of the employees on the methods used.

The information gathered during this research could be vital to the growth and coordination of businesses in the upcoming years. Global business is a growing business model, and it should therefore be conducted in the best manner possible. This data will help to show what currently is not working with virtual meetings (audio and video), which forms of communication are the best for certain tasks and group objectives, and potentially what things businesses can do to fix these problems.

Literature Review

Meetings in general are used for decision making, problem solving, idea generation, planning, creating and the “elicitation of knowledge in construction of expert systems” (Dennis, George, Jessup, Nunamaker and Vogel 593). They are an integral part to an organization’s success if conducted successfully due to an increase in the varying skills (Shachaf), but could also be one of the reasons for a company’s ultimate demise. In fact, research suggests that even though there are more organizational meetings today than there have been in previous years, “they are often considered quite inefficient” (Stephens and Davis. 63). According to an article in the MIS Quarterly, general managers spend about 30-80% of their time in some sort of meeting (Dennis, George, Jessup, Nunamaker and Vogel). This shows how important meetings are to businesses and management, and what percentage of the work week is dedicated to meeting activities. With so much time in the work place designated for group work, it is important to utilize the time as best as possible.

As was mentioned earlier, businesses are expanding into the global marketplace at an increasing rate and are therefore more dependent on virtual teams (Van der Kleij, Schraagen, Werkhoven, Dreu de). Virtual teams allow people who may not be able to meet in person to share their views, new information, and concerns without having to spend the money to travel to the office (*Bloomsbury Business Library*). They can be very cost effective, but may not always be as time or quality effective as necessary for the meeting’s task. With today’s highly competitive economy, companies are looking for whatever ways possible to cut down on costs. Many jobs have been moved overseas in

order to reduce labor costs, as well as to take advantage of resources that are available in that geographic area and may be more expensive to import into the United States.

Because of this, employees are dispersed all over the world, making it much more difficult to communicate on a regular basis. Virtual workspaces create an environment where this necessity is possible, but often make it more difficult for teamwork to take place when all of the members are not in the room (Siebdrat, Hoegl, and Ernst.). Such workspaces have been created and considered to be “virtual” due to five indices: “mileage, time zone, site, percentage of isolates and imbalance” (Siebdrat, Hoegl, and Ernst 2). These indices help to determine the level of objective dispersion to decide how employees perceive their work team dispersion.

Although virtual meetings can offer groups who may not be able to meet on a regular basis due to time or space a cheaper alternative to meet, it is a general hypothesis that the weaker the medium (i.e. audio conferencing) the less productive the meeting. This is due to variables such as increased multitasking (Stephens and Davis), communication troubles, an inability to pick up on social and nonverbal cues (Van der Kleij, Schraagen, Werkhoven, Dreu de), and a lack of consistent guidance or supervision (Van der Kleij, Schraagen, Werkhoven, Dreu de). Individuals view meeting efficiency differently based on numerous variables. The perceptions that the employees have about the effectiveness is very important to the organization because it often affects factors such as attendance, behavior, and participation within the meeting as well as within the company (Leach, Rogelberg, Warr and Burnfield). Comparisons of face-to-face, audio-conferencing, and video-conferencing as well as the richness of mediums of communication help to

generate hypotheses for my own research, as well as help to generate and define the research variables for the study.

Geographic dispersion often presents problems for effective team processes and knowledge management (Gibbs) due to a number of issues. One of the major problems is that distance can make it difficult to develop relationships. Relationships are a key factor in the success to teams, because they allow employees to feel comfortable with one another and feel confident that their teammates are communicating the correct information (Malhotra, Majchrzak and Rosen). Virtual teams also pose problems due to a “lack of nonverbal cues that convey important social information in face-to-face interaction” (Gibbs 23). Without the social cues, employees are not always aware of when to speak, the other team members’ emotions, or what the other members are actually trying to say. Communication is more than just verbal, so communication via technology is often difficult since other important aspects of communication are missing. Even though there may not always be a visual component to meetings with dispersed teams, there could still be potential benefits. Some argue that not being able to see people while conducting a meeting could detract people’s attention away from physical differences and allow them all to work as a unit (Avolio and Kahai). People are often prone to notice other individuals’ differences in appearance, which can sometimes lead to certain forms of discrimination (Avolio and Kahai). Audio conferencing and other forms of technology make it possible to communicate with one another without having to worry about appearance or physical differences, which can be especially beneficial for teams working cross-culturally.

In today's business world, there are generally three different methods for conducting meetings: face-to-face, via audio-conferencing, and via video-conferencing. Even though dispersed team meeting environments are becoming ever more popular amongst businesses, they are not always utilized correctly. This leads to ineffective meeting times, difficulties with the technology and miscommunications. Each form of communication has a different richness according to the quality of the communication and amount of information and interaction that can be conducted while partaking in that activity. Face-to-face meetings are considered to be the richest form of communication, because they allow team members to read not only verbal cues and visuals, but nonverbal as well (Chidambaram and Jones). Almost 80% of communication is nonverbal, and is therefore a vital part to any sort of communication amongst two or more people. When the meetings are not conducted in a particular meeting space with everyone physically present, it makes it harder to detect all of the social cues that are being displayed. In fact, according to Laku Chidambaram and Beth Jones, face-to-face groups "tend to have greater levels of communication and explore more issues" (Chidambaram and Jones 473) than most other groups because they are able to read the cues that the other teammates are giving off as well as communicate their ideas more clearly (Van der Kleij, Schraagen, Werkhoven, Dreu de).

Another form of group communication is audio-conferencing, which is generally done over the phone. Although this sort of meeting environment can be very cost-effective and allows numerous people to dial into the same conference call, it is often more difficult for people to communicate clearly. Audio-conferencing is the most popular form of virtual meetings because it is low cost and the phones are capable of performing without causing

too many technical difficulties (*Bloomsbury Business Library*). These sorts of conversations tend to be more formal than face-to-face conversations and do not have as many interruptions because everyone is waiting their turns to speak about the topic and realize that it is difficult to do so over the phone (Van der Kleij, Schraagen, Werkhoven, Dreu de). There are some drawbacks to audio-conferencing besides the obvious lack of nonverbal and social cues, including time differences, no visual connection, and everyone is able to talk at once (*Bloomsbury Business Library*). This can often make it difficult to manage phone meetings, leading potentially to lower performance and effectiveness. Such meetings require a lot of coordination, intervention by the leader to make sure everyone has a turn speaking, as well as a strict enforcement of the meeting protocols (Chidambaram, Laku and Jones, Beth). Team members can sometimes feel distrust for their fellow teammates if they have never met them face-to-face because it is important for people to have a visual I.D. of the other people that they are working with in order to emphasize humanity and imply accountability to all of the members (Van der Kleij, Schraagen, Werkhoven, Dreu de).

Video-conferencing is the third form of group communication, and it is becoming much more popular because it allows people to see one another. Although this form of environment can allow people to see more of the visual cues that are lacking during audio-conferences, it does not promote the clear cues that are present in face-to-face meetings (Van der Kleij, Schraagen, Werkhoven, Dreu de). Some of the social context clues such as facial expressions, voice volume, status, age, physical appearance and features that are surrounding the individuals are reduced during video-conferencing (Van der Kleij, Schraagen, Werkhoven, Dreu de). This can lead to disruptions in the

communication, which in turn leads to lowered effectiveness of the meeting. It also leads to lower satisfaction amongst team members, because they find it more difficult to communicate (Van der Kleij, Schraagen, Werkhoven, Dreu de). Although video-conferencing presents certain limitations to the working environment, it is sometimes seen that team members will accelerate their cognitive processing and do more for the project than asked, because they are not forced to meet face-to-face (Van der Kleij, Schraagen, Werkhoven, Dreu de). People tend to be more polite during video-conferences than in other forms of meetings, but there is still a lack of social cues that are often important to keep the conversations flowing smoothly (Van der Kleij, Schraagen, Werkhoven, Dreu de).

Even though there are basically three different types of communication mediums that could be used in a business, there has really only been research done to compare face-to-face with the two types of dispersed teams mediums. Laku Chidambaram and Beth Jones conducted a study in the MIS Quarterly and the Society for Information Management to look at the difference in effectiveness between face-to-face with audio-conferencing and then incorporating the use of electronic management systems, or EMS. This study found that audio-conferencing combined with the EMS increased the “perceptions of communication effectiveness” (Chidambaram and Jones 483) than with audio-conferencing alone. It also found that computer support increased the perceived performance in both face-to-face and audio-conference meetings. (Chidambaram and Jones) Although this data is beneficial to see how to incorporate technology into the meeting environment in order to improve the performance, it does not really determine any results on whether or not audio-conferencing is a worthwhile technology to utilize for

a business or not. It does not say whether or not the audio-conferences create significantly more problems than solutions or not. Also, there has not really been any research done to compare video-conferencing with audio-conferencing to see which medium would be most beneficial to utilize if trying to work with dispersed teams. This data would be helpful to know so that businesses spend time and effort setting up the technology for the meeting environment that will be most effective.

While each medium of communication varies in its perceived effectiveness, meetings themselves can be rated on effectiveness based on a variety of constructs. My research project looked at four constructs of effectiveness: multitasking, time management, participation and accomplishment. Multitasking, when used in a business setting, is when a person is “simultaneously participating in the meeting and engaging in at least one other activity unrelated to the meeting” (Wasson 54). Although it seems like it would have a negative effect on the meeting because an employee’s full attention is not on the meeting discussion, this is not always the case. In fact, some critics even believe that multitasking can be beneficial because it keeps the employees from wasting their time (Wasson).

Technology is often used in meetings to help contribute to the meeting, as well as work on side projects such as read emails, etc. (Stephens and Davis). However, there are some key factors that can contribute to the level of multitasking that takes place during the meetings. For one, social pressure, especially in face-to-face meetings, can make it seem rude to the speaker (Wasson) to be working on something else during the meeting.

Similarly it was seen that the greater the interactional barriers, the more likely people are to partake in multitasking (Wasson). Social influences are another key factor, because if using technology or working on other things during the meetings is common amongst

coworkers than it will be more prevalent in the meetings (Stephens and Davis). However, even if working on more than one task at a time is not accepted amongst coworkers, it is not always noticed (Wasson). For some, working on a number of tasks at once is second nature and does not interfere with their ability to participate in the meeting that is taking place simultaneously (Wasson). Business employees often feel overwhelmed with the workload and would rather not attend meetings because it takes time away from being able to finish other things. By multitasking, they are able to be present and contribute to the team meeting when necessary, as well as work on other items in order to balance their workload and help to increase the company's overall productivity. If the work that needs to be completed during the meeting takes more of the employee's attention, however, then attempting to juggle more than one thing at a time could be too much to handle and participation during the scheduled meeting could suffer as a result (Wasson). It is also common for employees' levels of attention to vary throughout the span of the meeting, which leads to a change in the level of multitasking as well. In fact, "researchers have noted a shift toward the fragmentation of attention as part of the postmodern condition" (Wasson 59) because people are much more likely to be using a handheld electronic such as a cell phone or tablet. Although multitasking can sometimes benefit the employees and company, it often leads to disruptions and fluctuations in attention which contribute to a lack of effectiveness in meetings.

Hypothesis 1: Individuals' perceived level of multitasking will be higher for audio conferences than video conferences.

Time is one of the most valuable resources a company has (Mankins) but it is not always utilized in the best way possible. Time management is a key piece to successful meetings because employees are most productive when practicing successful time management techniques (Stanley). Nearly 50% of meeting time is wasted (Peupion) with unproductive discussion, etc. This is costing companies not only their employees' time because they are spending more time in meetings and less time working on their actual work tasks, but money as well because they are losing the key resources of human capital and time. One of the biggest financial performance problems of companies is the capacity to reach good decisions quickly (Mankins). Decisions need to be rated not only on quality, but pace as well (Mankins) because both lead to better financial performance. Although very few companies are capable of managing their time in a disciplined way (Mankins), it could be a key to successful financial success. In many cases, people see time as being as important as money, and it should be treated as money to strive to get the most value for it (Peupion). Making sure to get important items out of the way at the beginning of meetings (Peupion), focusing on decisions rather than discussion, dealing with operations separately from strategy, (Mankins) and delegating (Stanley) are all practices that could help improve time management. Although companies often allow routine tasks take priority over high priority tasks in meetings, (Stanley) it could be more beneficial to accomplish the more important issues first rather than wait until there is very little time left in the meeting for quality decision making on the subject. Better time management leads to more effective meetings, and therefore greater productivity.

Hypothesis 2: Individuals perceive more time management in video conferences than in audio conferences.

Participation is essential to meetings because they are meant to share information. Meetings are “fundamentally talk-based activities where much of the business of organizations gets done” (Markman 151). Without communication from at least some of the attendees of the meeting, there would be very little accomplished. By orchestrating the meetings correctly, leaders can increase participation (Malhotra, Majchrzak and Rosen) so that there is greater interaction amongst team members. One major aspect of this is to have a clearly laid out agenda for all members to see prior to the meeting (Malhotra, Majchrzak and Rosen). This will help to keep the meeting on track, but will also allow attendees to prepare ahead of time so that more gets accomplished. A major issue with teams working from different locations is a lack of communication norms (Malhotra, Majchrzak and Rosen). These can lead to a lack of cohesion and difficulty integrating work because people resort back to their local communication norms (Malhotra, Majchrzak and Rosen). By creating an environment where everyone knows what to expect and knows what will be discussed ahead of time, there is a greater likelihood that employees will participate during the meeting. Meetings are different than other talk-based activities, in part, because they require some sort of interaction (Avolio and Kahai). Without the interaction, or participation, from the employees, meetings would be even more ineffective at accomplishing anything than before. Virtual workspaces offer an easier way to gather for teams who may not be able to any other way. However, the distance and communication channels can make it more difficult for team members to communicate, which would lower participation.

Hypothesis 3: Individuals perceive their own participation to be greater in video conferences than in audio conferences.

The main purpose of a meeting is to get something done, and generally to share the correct information to help the company to progress forward in whatever it is it is trying to do. Generally, effective meetings need to accomplish something, and one of the best ways for doing this is through knowledge sharing (Rosen, Furst and Blackburn). It is often difficult to share information when trying to communicate through a virtual workspace, so building strong relationships is crucial (Hart and McLeod). Hart and McLeod suggest that “strong relationships are ‘working’ relationships” (359) because the stronger the bond between team members, the higher the level of task-oriented communication. Virtual teams create an advantage over other teams in effective accomplishment because they are able to “unite experts in highly specialized fields” (Rosen, Furst and Blackburn 261) from various locations. With the potential to increase skill and knowledge levels, virtual teams should be able to accomplish much greater things and co-located teams. In order to utilize these skill sets to their full potential, teams must create “transactive memory systems” (Rosen, Furst and Blackburn 265) to access those expertise when needed. However, most teams fail to achieve this, and therefore don’t exploit their team’s collective knowledge correctly (Rosen, Furst and Blackburn). It is not always, however, the strength of the relationships that effect the accomplishment in a meeting. Participants must be willing to share their information, and have an impact on the degree in which they do so (Hart and McLeod). If the team members do not make the effort to build the relationships by sharing information and helping the team perform, then accomplishment will be impossible. Close relationships in teams that are geographically dispersed rely heavily on communication, and therefore must trust one another to complete the necessary tasks and share the necessary information. Otherwise, there would be no point to meet in the first place, and the company would be losing

valuable time and resources. Since it is difficult to create relationships over the phone, video conferencing is more successful.

Hypothesis 4: Individuals will perceive greater accomplishment of tasks in video conferencing than audio conferences.

Procedure

This project is a case study that compares the effectiveness of communication channels in dispersed teams. It looks at a single team of employees at a company that works internationally and needs to find ways to stay connected in addition to face-to-face communication. A survey was created to compare the constructs of multitasking, time management, participation and accomplishment using audio, video, and face-to-face conferences, and was given over a two month timeframe beginning January 6 and ending February 28, 2012.

After deciding my topic, I found a company that agreed to participate, and that had characteristics necessary to this study: teams of people working in different locations that utilized either phone conferencing or video conferencing. The next step was to decide the information collection method. There were three main options that I considered: personally observing each of the meetings and then rating how I thought they went, debriefing the employees after they had had the meetings to record their reactions and feelings, or creating and dispersing electronic surveys for the employees to fill out after each of their meetings. I decided to go with the third choice because it would be the easiest to administer, and would be the least invasive on the work of the employees. With the survey, I would be able to create it one time, send out the link, and then have the employees fill it out on their own after each meeting. I would not need to make contact every day, would not need to be in the area in order to be in the office to oversee the meetings, and could allow team members to participate in the meetings wherever they needed to rather than need to participate in the office where I would be able to observe.

These are also reasons for why it was less invasive on the employees, because they would not have someone intruding on their meetings that might make the situations different, and could be considered a hassle.

The survey was designed to balance employee time constraints and comprehensiveness of data – the number of questions could not be so many that the employees felt as though it was a waste of time to complete after each meeting, but there also had to be enough questions to get the data that I needed. Given these considerations, a survey consisting of no more than twenty questions seemed like an ideal goal, so I used that as a base point to get started. To construct the questions I designed questions to assess each variable.

Regarding the survey instrument, to measure the theoretical constructs germane to my research questions - multitasking, time management, participation and accomplishment- I designed questions addressing each. Multitasking is the process of running a number of programs simultaneously, or the simultaneous management of two or more tasks (“Multitasking”, MerriamWebster.com). In order to determine if there was any multitasking taking place during the meeting I wanted to first determine where the employee was while the meeting was taking place and then see what they were working on besides meeting tasks. First, I asked "Where were you when the meeting was taking place?" and had them fill in an answer in their own words. Next, I asked "Rate the level of distractions in that space" and had them rate it on a scale from 1-5 with 1 being very little distractions and 5 being very distracting. From there I asked “What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)” and had respondents list whatever else they were working on during the timeframe of the meeting.

This way, I could see if the employees were fully participating in the meeting or if the call from an outside location caused them to engage in greater multi-tasking.

Time management refers to the development of processes and tools that increase efficiency and productivity (" Time and Expense Management Features and Functions").

Time management is very important when conducting meetings because people are always very busy and want to get as much accomplished in as little time as possible.

Through the survey, I wanted to determine if the technology that was used to conduct the meetings had any effect on the length of the meetings or not. In order to do this I asked "What time was the meeting supposed to start?" and "What time was the meeting supposed to end?" Here, the employees just needed to put in a time. Next, I asked "What time did the meeting actually start?" and "What time did the meeting actually end?" From there, the employees were asked "Were there any technological complications to prevent the planned start/end from happening?" and to explain what those might have been. By looking at the comparison of the start and end times from the intended start and end times I could hopefully see if there was any correlation between the technology and how long it took to complete the meeting. Also, I would be able to see if the technology created greater complications to starting the meetings on time.

The third construct, participation, is the state of actively and discernibly relating to a larger whole ("Participation", MerriamWebster.com). It is another key aspect of conducting successful meetings within dispersed teams, because members are not always able to communicate what they are working on. In order to rate this variable, I decided that it was necessary to ask employees to rate how much they contributed to the

discussion (on a scale from 1-5 with 1 being very little and 5 being very much) and then they were asked to explain what sort of information they actually contributed. Such items included update on tasks, problems, organizational issues, solutions, and general discussion. This data would help me to see if team members were staying on task or if they were not contributing input important to the effectiveness of the meeting. There was also the potential to see if there was any connection to the mode of communication and the level of extra general discussion. This could be important information to know when trying to determine which communication channel to utilize when dealing with dispersed teams because one may lead to greater excess chatter than another. A final way that I wanted to judge participation was through preparedness. I thought that there may be a lack of preparation that went into audio meetings because people weren't as accountable, as opposed to face-to-face where information is needed right at that moment. Employees were asked to rate on a scale from 1-5 how prepared they were for the technological aspect of the meeting. This meant that they were online when they were supposed to be, were connected to video, had dialed in, etc. as well as had all of the information that they needed in order to participate fully in the meeting. To make sure that the employees understood what this meant, there were parentheses with examples of what would be considered for preparation for the meeting. The above listed examples were mentioned within these parentheses.

The final measure that I wanted to look at was accomplishment. Accomplishment can be defined as the successful achievement of a task (“Accomplishment”, MerriamWebster.com) Meetings are established to accomplish some sort of task, and it is

important that they do so. During the survey I asked the employees “What was the overall goal(s) of the meeting?” and had them fill in an answer. From there, they were asked “How much do you believe the above goal(s) was (were) met?” and asked to rate it on the scale from 1-5 with 1 being very little and 5 being very much. Lastly, I wanted to relate this accomplishment or lack of accomplishment to the communication medium. In order to do this, I asked the employees “How much did the communication channel help the achievement of the above goal(s)?” and had them rate it on the same 1-5 scale- with 1 being very little and 5 being very much. There was also a space following the question where someone could leave a comment if they wanted to elaborate on their rating. Sometimes there are just too many problems with the technology in a meeting that it makes it difficult to accomplish anything. I wanted to see if that happened while conducting this research.

Although it was most important to include questions in the survey that would help to answer my hypothesis questions, I also needed to make sure to get some general information included as well. Because of this, I included items like the date and time of the meeting, overall preference of that meeting type as compared to face-to-face meetings, and how many meetings they had participated in that day and week. This background data provided information regarding other factors that could potentially impact meeting assessment. Sometimes employees’ opinions on meetings can be skewed due to meeting burnout. If there are too many meetings in a day or week, this exhaustion could cause employees to feel less enthusiastic about meetings in general.

Once the survey questions were drafted, I had to complete an Internal Review Board training that would allow me to work with human subjects. The training was a requirement for the University, and was completed online over a number of sessions. It gave background information on testing that was done with human subjects and was a good way to see what could happen if my research were more invasive on my subjects. I passed all of the sections and then had to submit a proposal of my project to the IRB representative for the University of Maine, Gayle Jones. In this, I needed to include a copy of the survey questions and the email message that I would need to send to all of the participants to inform them on any risks and/or benefits to taking part in the survey. Since I was not asking very personal questions, my proposal could be sent through expedited review and I heard back very quickly that I was cleared to begin the research. (Please refer to Appendix A)

After being cleared by the IRB, I needed to send out the email with all of the important information and link to the survey to the participating manager at the company. He then relayed that email to his employees and urged them to take part in the brief surveys after all of their meetings over the next two months. The email outlined information that was necessary to include in my IRB application. This consisted of things such as risks, benefits, time frame, background, reason for research, and confidentiality. The managers were informed that they were to conduct three audio meetings and three video meetings within the next two months in order to get a good idea of the employees' experiences with each. Below is the email that was sent out.

Dear Fairchild Employee,

You are invited to participate in a research project being conducted by Rachel Porter, an undergraduate student in the Business School at the University of Maine and Stephanie Welcomer, the Associate Dean of the Business School at the University of Maine. The purpose of the research is to compare the effectiveness of audio and video conferencing within dispersed teams. This study will be looking at the dependent variables of participation, time constraints, multi-tasking, and accomplishment and will run over a 6 week period beginning January 2, 2012.

What Will You Be Asked to Do?

If you decide to participate, you will be asked to take a short survey of 20 questions describing your experiences during your meetings. It should take about 10 minutes to complete.

Risks

- Except for your time and inconvenience, there are no risks to you from participating in this study.

Benefits

- Possible changes to the technological channels used while conducting meetings in dispersed teams to make it more enjoyable and worthwhile

- Data to compare variables for efficiency in video vs. audio conferencing in order to better educate managers of dispersed teams on which communication channels may work best. This could potentially help to save a lot of company time and money.

Confidentiality

Your name will not be connected to any data. No identifying information will be taken that could link you individually to any answers. Survey data will be kept on my computer and will only be able to be retrieved by me. The only identifying information will be the team that you are working with at Fairchild, but exact answers, names, etc will not be shared with upper management or known by anyone else. All data will be destroyed by May 2012.

Voluntary

Participation is voluntary. If you choose to take part in this study, you may stop at any time. You may skip any questions that you do not wish to answer. Return of the survey implies consent to participate.

Contact Information

If you have any questions about this study, please contact me at rachel.porter@umit.maine.edu. You may also reach the faculty advisor on this study at stephanie.welcomer@umit.maine.edu. If you have any questions about your rights as a research participant, please contact Gayle Jones, Assistant to the University of Maine's Protection of Human Subjects Review Board, at 581-1498 (or e-mail gayle.jones@umit.maine.edu).

By clicking on the link below you agree to accept all of the conditions stated above and to participate in the study.

<https://www.surveymonkey.com/s/8G7LL7F>

Thank you for your time and I hope that you take the opportunity after your meetings during this 6 week time frame to fill out this survey. Your participation is very much appreciated.

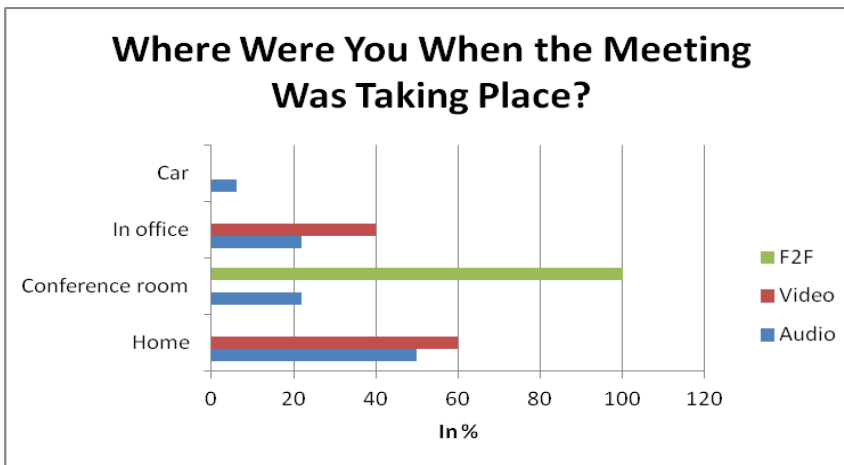
The teams consisted of 4-8 people at any given time, which meant that there was a maximum of 16 people responding to the surveys each week. The email was sent out just once, and then each employee could revisit it to take the survey after a meeting. Each week, I would go into my surveymonkey account to track the information that was being collected. After the first week there was a glitch that prevented people from being able to reenter the survey to enter information about another meeting they had attended. Once this issue was brought to my attention by one of the managers, however, I was able to fix the settings so that people could enter and take the survey as many times as needed. Although there was not always a 100% return rate, there were a total of 30 responses over the 6 week collection period.

For the next six weeks I continued to monitor the data that was coming in. This study looked at the effect of audio vs. video meeting contexts on the dependent variables of participation, time constraints, multi-tasking, and accomplishment and was conducted between January 2, 2012 and February 29, 2012.

Results

The survey took place from January 1 until February 28th 2012 and there were a total of thirty responses. There were eighteen responses on audio meetings, ten for video conferences and two for face-to-face. The first construct that was measured was multitasking. Employees were first asked where they were when the meeting was taking place. In the audio conferences, 50% of the respondents were at home, 22% were in a conference room, 22% were in their office, and 6% were in the car. For the video conferences, 60% were at home, and 40% were in their office. Both people who responded for a face-to-face conference were in a conference room when the meeting was taking place. Figure 1 shows this data.

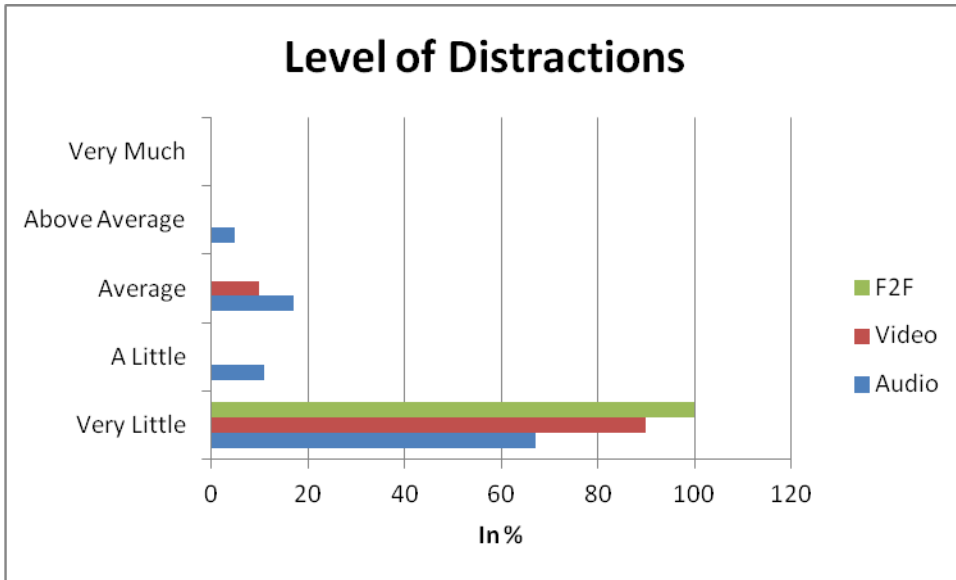
Figure 1



When asked to rate the level of distractions in that space, as shown in Figure 2, 12 (67%) of the 18 people who participated in audio meetings rated it as a 1 or Very little, 2 (11%) rated it as a 2, or a little, 3 (17%) rated it as average, and 1 person (5%) rated it as above average. Of the ten people who rated a video conference 9 (90%) rated the distraction as being very little, while 1 person (10%) rated the level of distraction as average. Both

people who responded for face-to-face meetings rated the level of distraction as very little.

Figure 2



The final measurement of multitasking was what other tasks the employees were working on during the meeting. These could have been either related or unrelated to the meeting.

The following table shows the responses for the audio conferences. Most people responded by saying that they were not working on anything else besides the meeting, but there were a few other tasks that are mentioned as well.

Table 1

What Else Were You Working On? (Audio)	
Category	Response
None	14 responses
Other	<ol style="list-style-type: none"> 1. Email 2. Meeting agenda 3. Mtg note taking 4. Catching up on email

About 90% of the respondents for video conferences claimed that they were not working on anything else, but the following table showcases the data.

Table 2

What Else Were You Working On? (Video)	
Category	Response
None	9 responses
Other	1. Read email, did Sudoku

As you can see, only one person said that he or she was working on something besides being fully engaged in the meeting, which was very interesting.

The next construct was time management. Participants were asked, first, if there were any technological complications that prevented the anticipated start/stop. The following table shows the responses for audio conferences.

Table 3

Were There Any Technological Complications? (Audio)	
Category	Response
No response	4 responses
None	13 responses
Connection problems	1. Joe was trying to get his new Skype account configured. I needed to accept his invitation.

As you can see from the responses, there were not very many things that went wrong to complicate the start and end of the meeting in the audio conferences. The next table shows the responses for video conferences.

Table 4

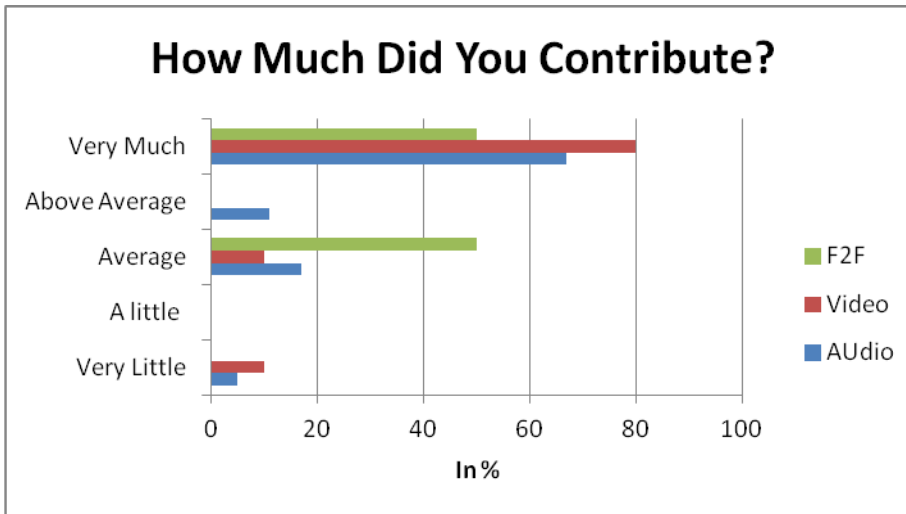
Were There Any Technological Complications? (Video)	
Category	Response
No response	1 responses
None	5 responses
Connection Problems	<ol style="list-style-type: none"> 1. One participant could not initially connect to company's webex meeting invitation. User was logged out by webex each time. 2. One of the participants could not connect to the webex, browser cache clear seems to have fixed that. We were trying a new video method: via webex. 10+ mins trying to get everyone visible. Abandoned the idea. 3. Had some skype video connection issues with one participant. Unclear whether it was a bad network connection or a poor camera 4. Voice over ip connection dropped once

The video conferences had more problems than the audio conferences, most of which dealt with connection problems. Neither of the responses from the face-to-face meeting talked about technological complications because there wasn't any technology being used.

Participation was the next construct, and participants were first asked to rate how much they contributed to the meeting's discussion on a scale from 1-5 with 1 being very little and 5 being very much. Of the eighteen people who rated audio conferences, 12 (67%) rated themselves to have contributed very much, 2(11%) rated themselves as contributing above average to the discussion, 3 (17%) rated themselves as average and 1 person (5%)

rated themselves as contributing very little to the discussion. With video conferencing, 8 (80%) of the respondents rated their level of contribution as very much, 1 (10%) rated their contribution as average, and 1 person (10%) rated themselves as contributing very little. The two people who rated face-to-face meeting chose different levels with 1 (50%) as being very much and 1 (50%) being average.

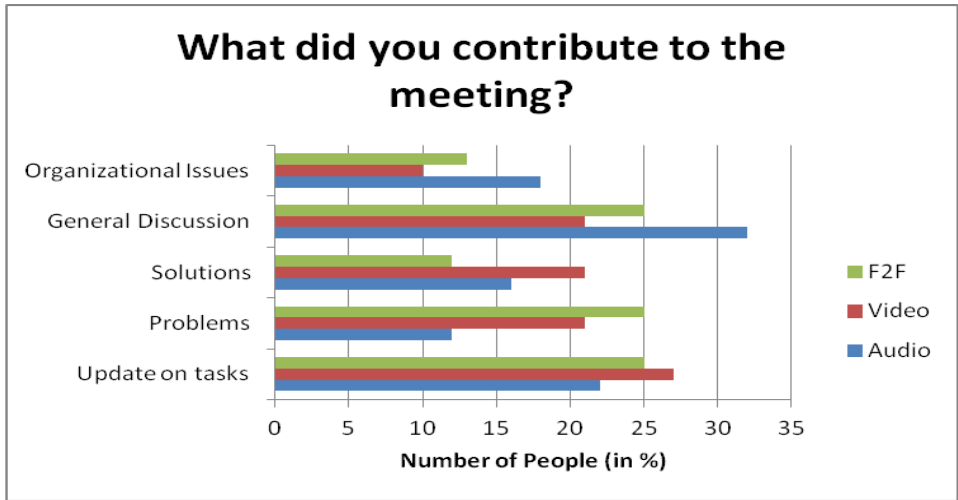
Figure 3



Employees were then asked what sorts of topics they contributed and were asked to select all that applied from a list of choices including update on tasks, problems, solutions, general discussion, and organizational issues. During the audio conferences, 11 people out of 18 individuals believed that they updated on tasks, 6 discussed problems, 8 contributed solutions, 16 partook in general discussion, and 9 spoke about organizational issues. Employees who responded on their video conference experiences felt like they mostly contributed to the update of tasks with 8 out of 10 filling that section in. Problems, solutions and general discussions all had 6 responses, and organizational issues had 3. For the face-to-face meetings, both people contributed to the update of tasks, problems

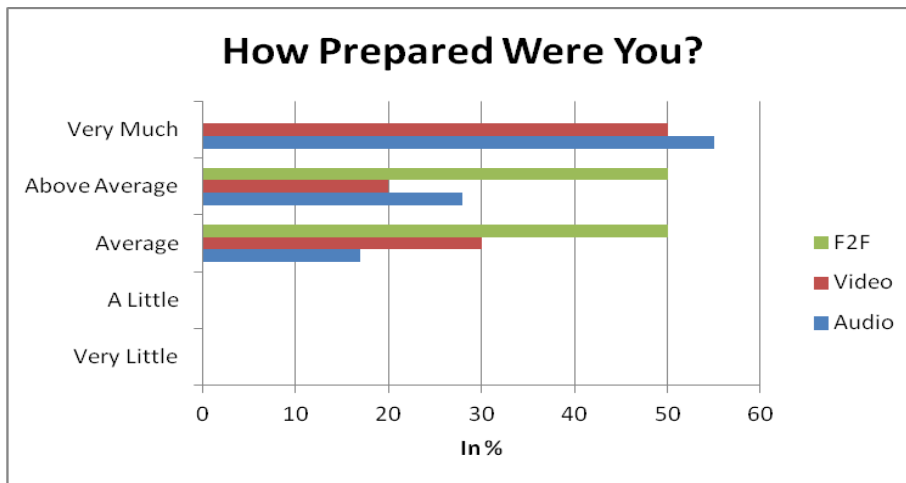
and general discussion. There was 1 response for solutions, as well as for organizational issues.

Figure 4



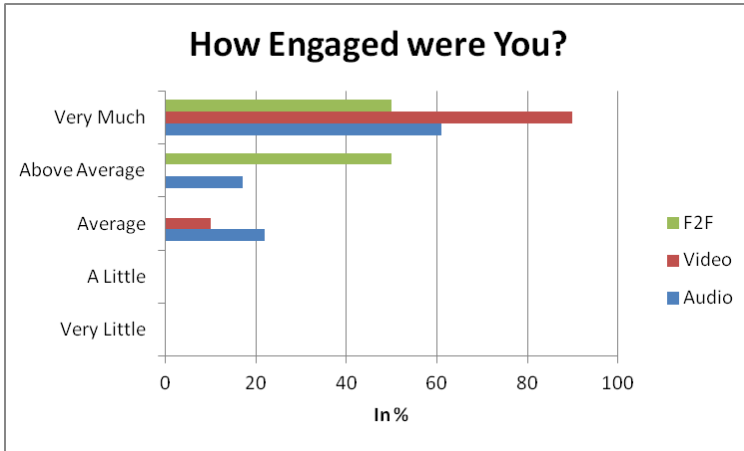
Preparation was linked with participation in this study, and employees were asked to rate their level of preparedness for the technological aspect of the meeting (i.e. logged in to the phone call, camera ready, good reception, etc.) of participation in the meeting on the similar scale of 1-5 (very little to very much respectively). In the audio meetings, 10 people (55%) felt like they were very prepared, 5 (28%) believed that they were above averagely prepared, and 3 (17%) only felt like they were averagely prepared for the technological aspect of the meeting. During the video conferences, 5 (50%) people believed they were very prepared, 2 (20%) people were above average in preparation and 3 (30%) people said that they were an average level of prepared for the technological aspect of the meeting. The face-to-face responses were split 50/50 with 1 person feeling like he or she was above average with preparation and the other just average.

Figure 5



Finally, the participants of the study were asked how engaged they were in the meeting. In the audio conference responses, 6 people (46%) believed they were very much engaged, 3 people (23%) believed that they were above averagely engaged, and 4 people (31%) believed that they were averagely engaged throughout the meeting. In the video conference, 8 people (89%) believed that they were very much engaged, and only 1 person (11%) felt as though they were averagely engaged. In the face-to-face conference responses, 1 person (50%) ranked themselves as being very much engaged and 1 person (50%) ranked themselves and being above averagely engaged.

Figure 6



The final construct that was measured during the study was accomplishment. Employees were asked what they felt the overall goal of the meeting was. The following table displays the results for the audio conferences.

Table 5

What Was the Overall Goal of the Meeting? (Audio)	
Category	Response
Staff meeting	<ol style="list-style-type: none"> 1. Weekly progress reports 2. Weekly updates 3. Weekly staff meeting with business and project updates 4. staff mtg business updates, personnel issues, activity updates, problems, project status 5. Staff meeting, business updates, project update, task updates 6. Weekly progress 7. staff meeting to review tasks and issues 8. Staff meeting, business and project updates, problems, new issues 9. Weekly staff updates to manager/peers

	10. weekly meeting
Other	<ol style="list-style-type: none"> 1. Strategy agreement 2. Project review 3. Monthly meeting for physical security 4. Planning disaster recovery exercise 5. project planning 6. Discussion with vendor to evaluate their solution
No response	2 responses

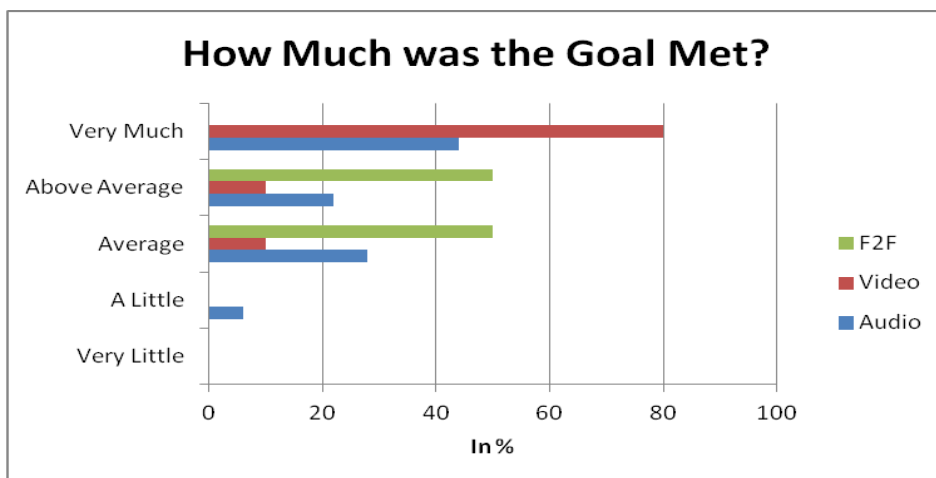
As you can see from the table, a majority of the meetings were weekly staff meetings that are very routine for the employees. The next table shows what the overall goals were for the video conferences.

Table 6

What Was the Overall Goal? (Video)	
Category	Response
Staff meeting	<ol style="list-style-type: none"> 1. Weekly meeting 2. Weekly meeting 3. Status updates, staff meeting 4. Weekly progress meeting 5. Staff meeting, project updates, status, new issues 6. Staff weekly report
Other	<ol style="list-style-type: none"> 1. Vendor report out on research they'd done of our organization 2. Project status updates, discuss challenges and future actions 3. performance review 4. Troubleshoot a systems production issue with two supporting solution providers between who the issue existed
No response	0 responses

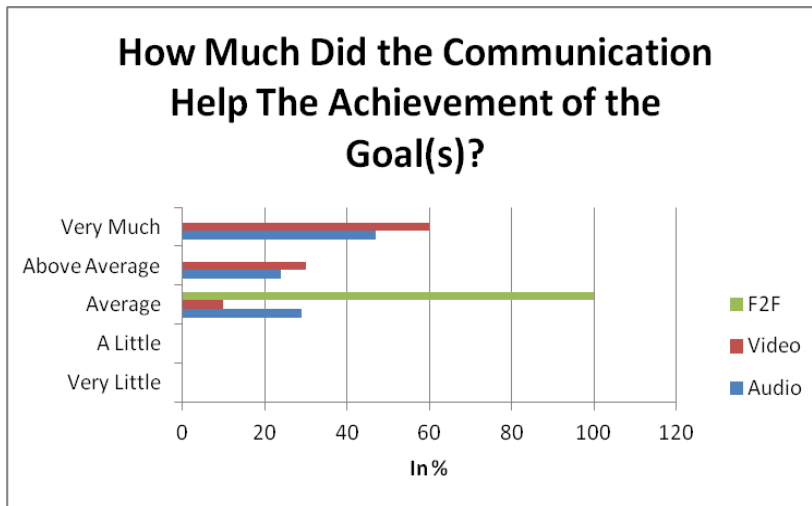
This table shows that a large portion of the conferences conducted via video were staff meetings as well. They were then asked to rate on the 1-5 scale how well they believed that goal was accomplished. Eight people from audio conferencing believed that the goal was very much met, 4 felt it was met at an above average level, 5 felt like it was met at an average level and 1 person believed that the goal was a little met. There were 8 participants from the video conferences that felt as though the goal was met very much, 1 person believed it was met at an above average level, and 1 person felt as though it was met at an average level. With face-to-face, 1 person believed the goal was met at an above average level, and another felt as though it was met at an average level.

Figure 7



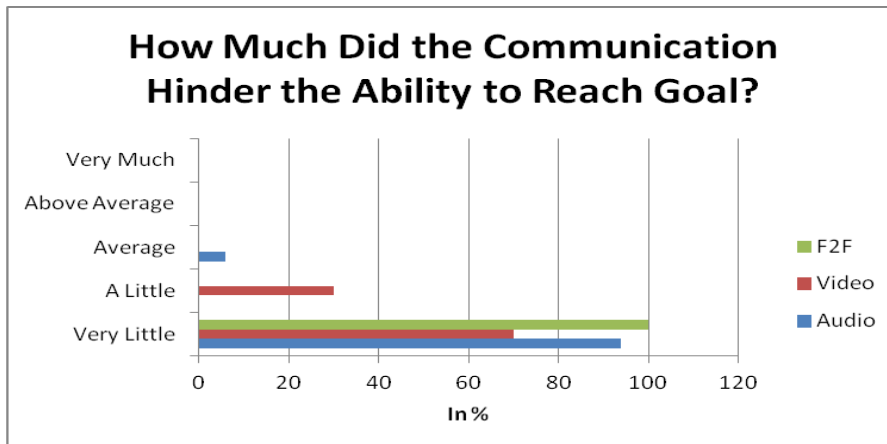
To complement this question, participants were then asked to rate on the 1-5 scale how much they felt the communication channel helped the completion of the goal. For audio conferences there were 8, 4 and 5 people for very much, above average and average respectively. For video conferences there were 6, 3, and 1 for very much, above average and average respectively, and for face-to-face communication there were 2 responses for average.

Figure 8



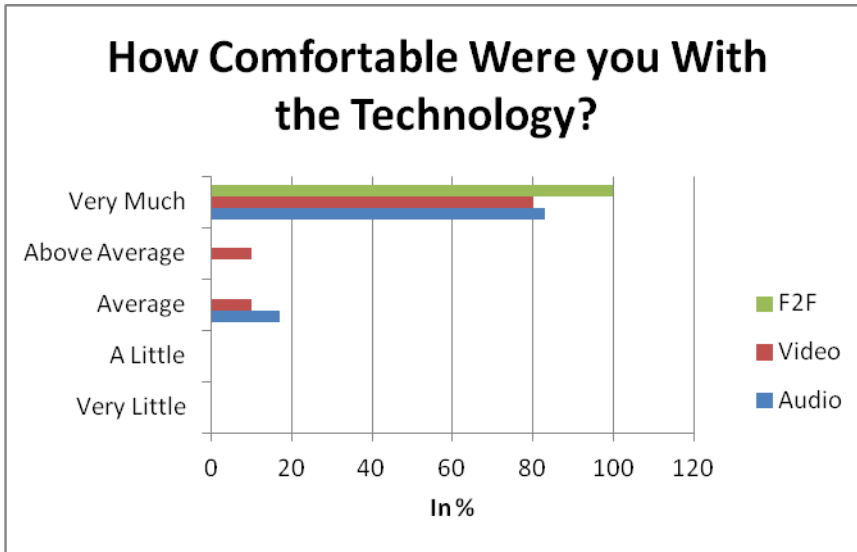
Following this question was how much the communication channel hindered the accomplishment of the goal with the scale reversed (1 being very much and 5 being very little). Audio conference respondents felt like the communication channel did very little to hinder the achievement of the goal with 16 people saying that there was very little hindrance, and only 1 person rating it as average. In the video conferences, 7 people felt like the communication hindered the accomplishment of the goal very little, while 3 people thought that it did a little. In the face-to-face meeting, both respondents believed that the technology did very little to hinder the achievement of the goal, which could perhaps be due to the fact that there was not really any technology being used.

Figure 9



They were also asked how comfortable they were with the technology and 10 people (77%) felt very comfortable with the audio conference technology and 3 (23%) felt an average level of comfort. In the video conference, 7 people (78%) felt very comfortable with the technology, 1 person (11%) was above average comfortable, and 1 person (11%) was rated as average in comfort with the video conference equipment. Since there was no technology needed for the face-to-face meeting, both people (100%) were very comfortable.

Figure 10



There was then a section on the survey where participants could leave comments about the technology and how it helped or hindered. The following two tables show the results for the audio and video conferences respectively.

Table 7

Comments on How Technology Helped/ Hindered (Audio)	
Category	Response
Pros	<ol style="list-style-type: none"> 1. We all know each other and have worked together for some times, so weekly updates like this are effective using audio conferences 2. We've been doing audio conferences a long time, so we work with it 3. Communication via telephone was clear 4. No issues with the audio conference call
Cons	0 responses
No response	14 responses

Table 8

Comments on How Technology Helped/ Hindered (Video)	
Category	Response
Pros	<ol style="list-style-type: none"> 1. Everyone felt that video did not help much but webex screen sharing was indeed very useful 2. Having staff able to see my screen, basically seeing the notes that I publish, seemed to be well-received, Odd. 3. For performance review of a remote employee, video skype was a valuable tool to read body language 4. Audio combines with WebEx allowed visual and chat exchange of technical information, supporting troubleshooting more real time than email would have allowed and more fully than Audio alone could have facilitated relating to complex error message content instant sharing among all participants
Cons	<ol style="list-style-type: none"> 1. Had to schedule another meeting to finish the report out 2. Skype video did not work well and video was occasionally frozen. We will try other commercial video conferencing solution next time if they are better. 3. Video problems did distract from the meeting, also spent some time trying different things, new toy I guess
No response	2 responses

Data Analysis

Overall, there were some indications of differences between audio and video conferences but no significant observable differences in the effectiveness of the communication channels. This could have been due to a number of different reasons, most of which will be discussed in the next section. The first construct discussed was multitasking. The data collected suggested that audio conferencing was more versatile than both video and face to face conferencing because people were in more locations than in any of the other styles. There was, however, an indication that there were more distractions when participating in audio conferencing than the other two. The greater the mobility of the communication channel, the greater the risk of distraction. The results suggest that being in a location that is not similar to an office setting can increase the distractions and therefore decrease the attentiveness of the employees. When asked directly what other tasks they were working on while participating in the meeting, there were very few responses that were different than the meeting itself. This was true for audio, video and face to face meetings, and could have been due to the fact that the employees did not want to admit that they were doing other things during the meeting.

One notable aspect of time management was that there were more technical complications with the video conferences than with the audio. The company had never used video conferencing before for team meetings, so that may have contributed to the increased level of issues.

The next construct was participation. This was another area that had little evidence that one form of conference was any more effective than the other. When asked how much they contributed to the discussion, most employees across all of the communication channels felt as though they contributed a lot of information. What was interesting, however, was that a larger percentage of people from the video conference felt like they contributed very little to the discussion. This suggested that perhaps the technical complications seen in the time management section, or lack of familiarity with the channel effected how well the team members communicated with one another.

Communication is key to the success of any team, and the results of this research study suggest that perhaps video conferencing inhibits the ability to participate with others.

Even though there is picture, there is still a lack of social cues which could make it difficult to know when one has a chance to speak or not. They were then asked what they contributed to the discussion. Figure 4 shows the bar graphs of what employees' responses were. They were able to check as many boxes as applied, and as the figure shows, there seemed to be more general discussion and fewer problems discussed in audio meetings than any other meeting. In fact, there was a higher percentage of organizational issues and general discussion with audio meetings. In contrast, video meetings were rated as focusing on more problems, solutions, and updates on tasks. This data suggests that more important items to the completion of the task at hand were discussed during the video meetings than the audio meetings, where there was more excess, or general speech.

Team members were also asked how prepared they were for the meeting. There did not seem to be any significant information that could be gleaned from this question, because

there were very similar answers across each channel. There was, however, a bit of a difference in the last measure of participation when employees were asked how engaged they were in the meeting. A larger percentage responded that they were very engaged during the video meetings, while audio meeting participants rated themselves lower at about average. This was not surprising, because visuals provide a richer medium of communication so it is easier for people to stay connected and involved in what is going on.

The final construct was accomplishment, where it was first necessary to determine what the meeting was attempting to accomplish. A majority of meetings, across each medium, were staff meetings where the overall goal was to update on what everyone had been working on. These meetings were routine for the employees at the company that was researched, which may have contributed to the level of accomplishment. There was a very large distribution of answers when asked how much they believed the goal was met. On average, video meeting participants believed that they very much met their goals for the meeting, unlike audio conferences where the results were lower on the scale. There were no significant differences on whether or not the technology helped or hindered the accomplishment of the goal(s), which could have been due to a number of things including a lack of understanding for the question, as well as inaccuracy in reporting. When asked to elaborate on these ratings, it was found that there were more cons with the video technology than there were with the audio. This data suggests that since audio technology had been the medium of choice for many years prior to the survey, and the video technology was fairly new to the team, that there were greater problems with the video technology than with the audio.

Overall, there seemed to be greater perception of accomplishment of tasks when using the video technology, but also a greater number of complaints. From the data that was collected, it seems that video conferencing could be the more effective form of communication for dispersed teams, but requires a lot more preparation and practice than audio conferences.

Limitations and Suggestions for Future Research

The limitations to this research study are quite clear, there were very few participants.

With such a small sample size, it is difficult to draw any demonstrable conclusions from the study. Instead, we are limited to making inferences about what the data suggests.

Another limitation was time, because there was not a significant amount of time for the employees at the company to get more comfortable with the video technology and perhaps reduce the level of complications. In other companies where video conferencing is the norm for dispersed teams, there may have been different information provided about the number of technical complications that effected the accomplishment of tasks during the meeting. The form of meeting was also a limitation, because they were mostly routine staff meetings. These types of meetings can become mundane and second nature and don't always require as much effort to get done. Another limitation is the fact that the manager of the employees who were taking the survey was the person who distributed the link to the survey. This meant that the participants knew that their supervisor had some connection with the research, and may not have been as truthful with their answers.

If I were to continue research in the future, I would branch out to more companies than just one in order to get a larger sample size. This would allow me to make actual statistical calculations with the results. I would also incorporate companies who are used to using video technology, so that there was not as much of a difference in the skill level. I believe that some of the data was skewed because video conferencing was new to the team who was studied, and things may have turned out differently if this was not the case. Another way to expand on the research that was conducted would be to focus more on the

effectiveness of the communication for each channel. Communication is an essential part of meetings, and it would be interesting to see if the physical reference that is gained with video conferencing affects how the team members communicate with one another or not. Prior research suggests that face to face communication is one of the most successful forms of communication because it is the richest medium, so looking further into the relationships and differences in audio and video communication specifically could add to what was done during this study.

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Appendix A

1. Summary of Proposal

With the business world expanding into the national and even international dimensions, it has become much more common to find meetings taking place between dispersed teams using some sort of technology. Although these types of meetings can range in the medium in which they are conducted, they all require a significant amount of preparation and participation from in order for them to achieve what they are meant to achieve. Since virtual meetings are a rather new concept to many businesses, it is important to understand how various measures of performance, productivity and effectiveness (Chidambaram, Laku and Jones, 1993) correlate to the medium in which the meeting is conducted. This information will help to ensure that companies use the most effective form of communication so that they can be most efficient during their meeting times.

Studies have shown that general managers spend about 80% of their time doing some sort of group work, but it is not always as productive as it could be (Dennis, Alan R., Valacich and Nunamaker, 1990) With so much time in the work place designated for group work, it is important to utilize the time as best as possible. Although virtual meetings can offer groups who may not be able to meet on a regular basis due to time or space a cheaper alternative to meet, it is a general hypothesis that the weaker the medium (i.e. audio conferencing) the less productive the meeting. This is due to variables such as increased multitasking (Stephens, Keri K. and Davis, 2009), communication troubles, an inability to pick up on social and nonverbal cues (Carsten K. W. De Dreu, et al, 2009), and a lack of consistent guidance or supervision (Carsten K. W. De Dreu, et al, 2009). Individuals view meeting efficiency differently

based on numerous variables. The perceptions that the employees have about the effectiveness is very important to the organization because it often affects factors such as attendance, behavior, and participation within the meeting as well as within the company (Burnfield, Jennifer, et al, 2009).

During my thesis research, I will be trying to measure how the communication medium affects a meeting amongst dispersed teams. In order to conduct this research I will be surveying employees at Fairchild Semiconductor in South Portland, Maine in order to see how they feel after meetings that are conducted face-to-face, over the phone, or via the web. This will help to measure the level and quality of participation, ability to stay within the expected time frame, level of accomplishment, and level of multitasking during the meetings. I will send out links to an online survey created using Survey Monkey to the managers that will be participating who will then relay those emails to each of the participants of the meetings. The surveys will have 18 questions that will need to be answered that will deal with each of the issues listed above. From these, I will gather preliminary trend data on what form of communication medium was the most productive, as well as the most preferred by the people within the meetings. These surveys will take place once a week beginning December 28 until February 2, and will be conducted in a few different groups at Fairchild Semiconductor. This company must stay closely connected with other employees in facilities across the world, so it will be very beneficial to gather information on the perceptions of the employees in South Portland on the methods used.

The information that could potentially be gathered during this research could be vital to the growth and coordination of businesses in the upcoming years. Global

business is the new way of business, and it should therefore be conducted in the best manner possible. This data will help to show what currently is not working with virtual meetings, what things businesses can do to fix these problems, and which forms of communication are the best for certain tasks and group objectives.

2. Personnel

Rachel Porter is the Principle Investigator and is an undergraduate student in the Business School at the University of Maine. She is currently working on her Honors' Thesis. This will be the first time that she has ever done research with human subjects, but she just recently passed the required training to be doing so in this project. Stephanie Welcomer is the Associate Dean for the Business School at the University of Maine and is an Associate Professor of Management. She has worked on research studies involving human subjects in the past, and will be able to aid Rachel during the process.

3. Participant Recruitment

The population of the study will consist solely of employees at Fairchild Semiconductor. The population will be about sixteen people, mostly males who are 40 to 50 years old. A majority of the population will be white (Caucasian), but there will also be at most 4 members who are Singapore nationals. The recruitment of the employees will be done through the email that the managers will relay to the employees. From there, the employees will be taken to a link with a letter of consent where they can either choose to participate in the survey that follows or not. The manager of the employees has already agreed to run the meetings using the various technology, so it will then be up to the individuals as to whether or not they participate. There were no restrictions as far as age, gender, background, etc. The

only qualifications were to have the population consist of business people who are part of a dispersed team who participate in regular meetings.

4. Informed Consent

You are invited to participate in a research project being conducted by Rachel Porter an undergraduate student in the Business School at the University of Maine and Stephanie Welcomer, the Associate Dean of the Business School at the University of Maine. The purpose of the research is to compare the effectiveness of audio and video conferencing within dispersed teams. This study will be looking at the dependent variables of participation, time constraints, multi-tasking, and accomplishment and will run over a 6 week period beginning December 22 and running until February 2.

What Will You Be Asked to Do?

If you decide to participate, you will be asked to take a short survey of 18 questions describing your experiences during one of your weekly meetings. It may take approximately 10 minutes to participate.

Risks

- Except for your time and inconvenience, there are no risks to you from participating in this study.

Benefits

- Possible changes to the technological channels used while conducting meetings in dispersed teams to make it more enjoyable and worthwhile
- Data to compare variables for efficiency in video vs audio conferencing in order to better educate managers of dispersed teams on which communication channels may work best. This could potentially help to save a lot of company time and money.

Confidentiality

Your name will not be connected to any data. No identifying information will be taken that could link you individually to any answers. Survey data will be kept on my computer and will only be able to be retrieved by me. The only identifying information will be the team that you are working with at Fairchild, but exact answers, names, etc will not be shared with upper management or known by anyone else. All data will be destroyed by May 2012.

Voluntary

Participation is voluntary. If you choose to take part in this study, you may stop at any time. You may skip any questions that you do not wish to answer. Return of the survey implies consent to participate.

Contact Information

If you have any questions about this study, please contact me at rachel.porter@umit.maine.edu. You may also reach the faculty advisor on this study at stephanie.welcomer@umit.maine.edu. If you have any questions about your rights as a research participant, please contact Gayle Jones, Assistant to the University of Maine's Protection of Human Subjects Review Board, at 581-1498 (or e-mail gayle.jones@umit.maine.edu).

By clicking the "I Agree" button at the bottom of the email from the created using the exact information from above, you agree to accept all of the risks associated with participating in the research study

5. Confidentiality

The survey will be conducted via SurveyMonkey, and I will be the only administrator with the privileges to see the results. Links will be emailed to each of the employees who are participating in the study, but there will be no way of connecting the results with the names of the employees. The only identifying information will be which manager is your team leader. Other than that, all data will be anonymous. In no way will the data be able to reveal who anyone is, and exact answers will never be relayed to management so as to have negative effects on work relationships, status, etc. Data will be kept on the principal investigator's computer. Once the project is turned in in May of 2012, all data will be destroyed.

6. Risks to Participants

The only real risks in this study would be time and inconvenience. There will not be any way for management to see answers and then take some sort of disciplinary action. The risks of time and inconvenience will be minimal as the questions should not be too hard and should not take too long to answer.

7. Benefits

The benefits for the participants in taking the time to complete the surveys after each meeting would be the potential to have meetings catered towards the employees. Answers will be used to establish a more efficient communication channel, and has the potential to find the most time-effective method. The benefits to the researcher are that the data should show a pattern in the overall effectiveness of the communication

channels used. The variables that will be looked at include time, participation, multitasking, and accomplishment. By looking at these, along with prior literature on the subject the researcher should be able to better understand the best ways to conduct meetings with dispersed teams. This information can then be relayed to businesses so that they can utilize these communication channels to improve efficiency and better utilize its employees during meetings with dispersed teams.

Appendix B- Email Letter

Employees are invited to participate in a research project being conducted by Rachel Porter an undergraduate student in the Business School at the University of Maine and Stephanie Welcomer, the Associate Dean of the Business School at the University of Maine. The purpose of the research is to compare the effectiveness of audio and video conferencing within dispersed teams. This study will be looking at the dependent variables of participation, time constraints, multi-tasking, and accomplishment and will run over a 6 week period beginning December 28 and running until February 2. More information and the survey can be found at www.surveymonkey.com (actual addresses will be unique to the managers).

Appendix C. – Surveys

1. What was the...

Date of the meeting? - 16 Feb 2012

Time of day? (Local Time) - 08:15

Type of meeting? (audio, video, face-to-face) - audio

2. How many meetings have you participated in

Today? - 1

This week? - 2

3. What time was the meeting supposed to

Start? - 08:15

End? - 09:15

4. Were there any technological complications to prevent the planned start/end from happening? Explain

No Response

5. What time did the meeting actually start? End?

Start? - 08:15

End? - 09:15

6. How much did you contribute to the discussion

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

7. What did you contribute to the meeting? Please select all that apply.

General Discussion

8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

9. What was the overall goal(s) of the meeting?

Monthly meeting for physical security

10. How much do you believe, on average, that the above goal(s) was(were) met

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

11. How much did the communication channel help the achievement of the above goals?

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

12. How much did it hinder?

Very Much (1)Above Average (2)Average (3)A Little (4)Very Little (5)

Please rate

X

13. Please leave comments on the above

No Response

14. How comfortable were you with using the technology medium?

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

15. How difficult was it to communicate/participate with your peers?

Very Much (1)Above Average (2)Average (3)A Little (4)Very Little (5)

Please rate

X

16. How engaged were you in the meeting? (both listening and talking)

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

17. Where were you when the meeting was taking place?

Home

18. Rate the level of distractions in that space.

Very Much (1)Above Average (2)Average (3)A Little (4)Very Little (5)

Please rate

X

19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)

None

20. How much did you prefer this type of meeting compared to face-to-face?

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

1. What was the...
Date of the meeting? - 17 Feb 2012
Time of day? (Local Time) - 20:30
Type of meeting? (audio, video, face-to-face) - 22:00
2. How many meetings have you participated in
Today? - 1
This week? - 2
3. What time was the meeting supposed to
Start? - 20:30
End? - 22:00
4. Were there any technological complications to prevent the planned start/end from happening? Explain
No Response
5. What time did the meeting actually start? End?
Start? - 20:30
End? - 22:00
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Update on tasks
General Discussion
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
Weekly Meeting
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
No Response
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
Home
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
None
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 22 Feb 2012
Time of day? (Local Time) - 09:00
Type of meeting? (audio, video, face-to-face) - audio
2. How many meetings have you participated in
Today? - 3
This week? - 4
3. What time was the meeting supposed to
Start? - 09:00
End? - 09:30
4. Were there any technological complications to prevent the planned start/end from happening? Explain
none
5. What time did the meeting actually start? End?
Start? - 09:00
End? - 09:45
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
General Discussion
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
Discussion with Vendor to evaluate their solution
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
No Response
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
Office
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
None
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 22 Feb 2012
Time of day? (Local Time) - 09:30
Type of meeting? (audio, video, face-to-face) - audio
2. How many meetings have you participated in
Today? - 3
This week? - 4
3. What time was the meeting supposed to
Start? - 09:30
End? - 10:00
4. Were there any technological complications to prevent the planned start/end from happening? Explain
No Response
5. What time did the meeting actually start? End?
Start? - 09:45
End? - 10:15
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
General Discussion
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
Project Planning
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
No Response
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
Office
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
None
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 22 Feb 2012
Time of day? (Local Time) - 21:00
Type of meeting? (audio, video, face-to-face) - audio
2. How many meetings have you participated in
Today? - 3
This week? - 4
3. What time was the meeting supposed to
Start? - 22:00
End? - 23:00
4. Were there any technological complications to prevent the planned start/end from happening? Explain
No Response
5. What time did the meeting actually start? End?
Start? - 22:00
End? - 22:50
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Update on tasks
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
Planning Disaster Recovery Exercise
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
No Response
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
Home
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
None
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 23 Feb 2012
Time of day? (Local Time) - 09:30
Type of meeting? (audio, video, face-to-face) - video and audio
2. How many meetings have you participated in
Today? - 1
This week? - 4
3. What time was the meeting supposed to
Start? - 09:30
End? - 11:00
4. Were there any technological complications to prevent the planned start/end from happening? Explain
None
5. What time did the meeting actually start? End?
Start? - 09:30
End? - 11:00
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Update on tasks
General Discussion
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
Weekly meeting
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
No Response
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
Home
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
None
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 2/23/2012
Time of day? (Local Time) - 8am
Type of meeting? (audio, video, face-to-face) - video
2. How many meetings have you participated in
Today? - 1
This week? - 15
3. What time was the meeting supposed to
Start? - 8am
End? - 9am
4. Were there any technological complications to prevent the planned start/end from happening? Explain
none
5. What time did the meeting actually start? End?
Start? - 8:05am
End? - 8:40am
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
General Discussion
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
performance review
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
For a performance review of a remote employee, video skype was a valuable tool to read body language.
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
my office
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
none
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 2/8/2012
Time of day? (Local Time) - 8:30pm
Type of meeting? (audio, video, face-to-face) - webex with video
2. How many meetings have you participated in
Today? - 5
This week? - 9
3. What time was the meeting supposed to
Start? - 8:30pm
End? - 10:00pm
4. Were there any technological complications to prevent the planned start/end from happening? Explain
one of the participants could not connect to the webex. browser cache clear seems to have fixed that. We were trying a
new video method: via webex. 10+min trying to get everyone visible. Abandoned the idea.
5. What time did the meeting actually start? End?
Start? - 8:30pm
End? - 10:20pm
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Update on tasks
Problems
Solutions
General Discussion
Organizational Issues
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers
where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
status updates. staff meeting.
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
Having staff able to see my screen, basically seeing the notes that I publish, seemed to be well-received. Odd.
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
at home.
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
none
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
1. What was the...
Date of the meeting? - 09 Feb 2012

Time of day? (Local Time) - 09:30
 Type of meeting? (audio, video, face-to-face) - Webex, audio, Video

2. How many meetings have you participated in
 Today? - 1
 This week? - 1

3. What time was the meeting supposed to
 Start? - 09:30
 End? - 11:00

4. Were there any technological complications to prevent the planned start/end from happening? Explain
 One participant could not initially connect to company's webex meeting invitation. User was logged out by webex each time.

5. What time did the meeting actually start? End?
 Start? - 09:30
 End? - 11:15

6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

7. What did you contribute to the meeting? Please select all that apply.
 Update on tasks
 Solutions
 General Discussion

8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

9. What was the overall goal(s) of the meeting?
 Weekly meeting

10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
 Please rate X

13. Please leave comments on the above
 Everyone felt that video did not help much but webex screen sharing was indeed very useful.

14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
 Please rate X

16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

17. Where were you when the meeting was taking place?
 Home

18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
 Please rate X

19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
 None

20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

1. What was the...
 Date of the meeting? - 02-Feb-2012
 Time of day? (Local Time) - 20:30
 Type of meeting? (audio, video, face-to-face) - video

2. How many meetings have you participated in
 Today? - 1
 This week? - 1
3. What time was the meeting supposed to
 Start? - 20:30
 End? - 22:00
4. Were there any technological complications to prevent the planned start/end from happening? Explain
 None
5. What time did the meeting actually start? End?
 Start? - 20:30
 End? - 22:15
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X
7. What did you contribute to the meeting? Please select all that apply.
 Update on tasks
 General Discussion
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X
9. What was the overall goal(s) of the meeting?
 Weekly Progress Meeting
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
 Please rate X
13. Please leave comments on the above
 Skype Video did not work well and video was occasionally frozen. We will try other commercial video conferencing solution next time if they are better.
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
 Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X
17. Where were you when the meeting was taking place?
 Home
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
 Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
 None
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

1. What was the...
 Date of the meeting? - 02/02/2012
 Time of day? (Local Time) - 8.30 PM (Singapore)
 Type of meeting? (audio, video, face-to-face) - Video
2. How many meetings have you participated in
 Today? - 1

This week? - 1

3. What time was the meeting supposed to
 Start? - 8.30 PM
 End? - 9.30 PM

4. Were there any technological complications to prevent the planned start/end from happening? Explain
 No Response

5. What time did the meeting actually start? End?
 Start? - 8.30 PM
 End? - 10.15 PM

6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

7. What did you contribute to the meeting? Please select all that apply.
 Update on tasks
 Problems
 Solutions
 General Discussion
 Organizational Issues

8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

9. What was the overall goal(s) of the meeting?
 Staffs weekly reporting

10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
 Please rate X

13. Please leave comments on the above
 No Response

14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
 Please rate X

16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

17. Where were you when the meeting was taking place?
 Home

18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
 Please rate X

19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
 None

20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

1. What was the...
 Date of the meeting? - 2/2/2012
 Time of day? (Local Time) - 7:30am
 Type of meeting? (audio, video, face-to-face) - video

2. How many meetings have you participated in
 Today? - 0
 This week? - 3

3. What time was the meeting supposed to
Start? - 7:30
End? - 9:00
4. Were there any technological complications to prevent the planned start/end from happening? Explain
Had some skype video connection issues with one participant. Unclear whether it was a bad network connection or a poor camera.
5. What time did the meeting actually start? End?
Start? - 7:35
End? - 9:15
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Update on tasks
Problems
Solutions
General Discussion
Organizational Issues
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
staff meeting, project updates, status, new issues.
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
video problems did distract from the meeting. also spent some time trying different things. new toy, I guess.
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
in my office
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
none
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
1. What was the...
Date of the meeting? - 1/24/12
Time of day? (Local Time) - 8am
Type of meeting? (audio, video, face-to-face) - face to face
2. How many meetings have you participated in
Today? - 1
This week? - 1
3. What time was the meeting supposed to
Start? - 8am

End? - 9am

4. Were there any technological complications to prevent the planned start/end from happening? Explain
no

5. What time did the meeting actually start? End?

Start? - 8:05

End? - 9:05

6. How much did you contribute to the discussion

Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)

Please rate X

7. What did you contribute to the meeting? Please select all that apply.

Update on tasks

Problems

Solutions

General Discussion

8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)

Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)

Please rate X

9. What was the overall goal(s) of the meeting?

open discussion of IT issues.

10. How much do you believe, on average, that the above goal(s) was(were) met

Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)

Please rate X

11. How much did the communication channel help the achievement of the above goals?

Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)

Please rate X

12. How much did it hinder?

Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)

Please rate X

13. Please leave comments on the above

there was no communication medium for the face to face mtg

14. How comfortable were you with using the technology medium?

Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)

Please rate X

15. How difficult was it to communicate/participate with your peers?

Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)

Please rate X

16. How engaged were you in the meeting? (both listening and talking)

Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)

Please rate X

17. Where were you when the meeting was taking place?

in a conference room

18. Rate the level of distractions in that space.

Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)

Please rate X

19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)

none

20. How much did you prefer this type of meeting compared to face-to-face?

No Response

1. What was the...

Date of the meeting? - 1/20/12

Time of day? (Local Time) - 7:30am

Type of meeting? (audio, video, face-to-face) - audio

2. How many meetings have you participated in

Today? - 1

This week? - 7

3. What time was the meeting supposed to

Start? - 7:30am

End? - 9:00am

4. Were there any technological complications to prevent the planned start/end from happening? Explain

Joe was trying to get his new Skype account configured. I needed to accept his invitation.

5. What time did the meeting actually start? End?

Start? - 7:30am

End? - 9:05am

6. How much did you contribute to the discussion

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

7. What did you contribute to the meeting? Please select all that apply.

Update on tasks

Problems

Solutions

General Discussion

Organizational Issues

8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

9. What was the overall goal(s) of the meeting?

staff meeting, business and project updates, problems, new issues.

10. How much do you believe, on average, that the above goal(s) was(were) met

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

11. How much did the communication channel help the achievement of the above goals?

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

12. How much did it hinder?

Very Much (1)Above Average (2)Average (3)A Little (4)Very Little (5)

Please rate

X

13. Please leave comments on the above

No Response

14. How comfortable were you with using the technology medium?

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

15. How difficult was it to communicate/participate with your peers?

Very Much (1)Above Average (2)Average (3)A Little (4)Very Little (5)

Please rate

X

16. How engaged were you in the meeting? (both listening and talking)

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

17. Where were you when the meeting was taking place?

home

18. Rate the level of distractions in that space.

Very Much (1)Above Average (2)Average (3)A Little (4)Very Little (5)

Please rate

X

19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
none

20. How much did you prefer this type of meeting compared to face-to-face?

Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)

Please rate

X

1. What was the...

Date of the meeting? - 1/19/12

Time of day? (Local Time) - 11:00

Type of meeting? (audio, video, face-to-face) - Face to Face

2. How many meetings have you participated in

Today? - 1

This week? - 14

3. What time was the meeting supposed to

Start? - 11:00

End? - 12:00

4. Were there any technological complications to prevent the planned start/end from happening? Explain
No

5. What time did the meeting actually start? End?

Start? - 11:10

End? - 11:45

6. How much did you contribute to the discussion

Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)

Please rate X

7. What did you contribute to the meeting? Please select all that apply.

Update on tasks

Problems

General Discussion

Organizational Issues

8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)

Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)

Please rate X

9. What was the overall goal(s) of the meeting?

General status and updates

10. How much do you believe, on average, that the above goal(s) was(were) met

Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)

Please rate X

11. How much did the communication channel help the achievement of the above goals?

Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)

Please rate X

12. How much did it hinder?

Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)

Please rate X

13. Please leave comments on the above

Most of the communications were verbal and took place at the mtg. Pre and post mtg communications were not used.

14. How comfortable were you with using the technology medium?

Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)

Please rate X

15. How difficult was it to communicate/participate with your peers?

Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)

Please rate X

16. How engaged were you in the meeting? (both listening and talking)

Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)

Please rate X

17. Where were you when the meeting was taking place?

At a conf table in a conf room

18. Rate the level of distractions in that space.

Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)

Please rate X

19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)

None

20. How much did you prefer this type of meeting compared to face-to-face?

Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)

Please rate X

1. What was the...

Date of the meeting? - 1-19-2012

Time of day? (Local Time) - 6pm

Type of meeting? (audio, video, face-to-face) - audio, web

2. How many meetings have you participated in

Today? - 3

This week? - 15

3. What time was the meeting supposed to

Start? - 6pm

End? - 8pm

4. Were there any technological complications to prevent the planned start/end from happening? Explain

No

5. What time did the meeting actually start? End?

Start? - 6:05pm

End? - 8pm

6. How much did you contribute to the discussion

- Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)**
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
General Discussion
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
weekly staff updates to manager/peers
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
No Response
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
car/home
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
catching up on email
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - Jan 18, 2012
Time of day? (Local Time) - 4:30pm Eastern USA
Type of meeting? (audio, video, face-to-face) - audio with WebEx
2. How many meetings have you participated in
Today? - 5
This week? - 11
3. What time was the meeting supposed to
Start? - 4:30pm
End? - 5:00pm
4. Were there any technological complications to prevent the planned start/end from happening? Explain
No
5. What time did the meeting actually start? End?
Start? - 4:30pm
End? - 5:23pm
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Update on tasks
Problems
Solutions
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
Troubleshoot a systems production issue with two supporting solution providers between whom the issue existed
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
Audio combined with WebEx allowed visual and chat exchange of technical information, supporting troubleshooting more real-time than email would have allowed and more fully than Audio alone could have facilitated relating to complex error message content instant sharing among all participants
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
In office on speaker phone with other supporting folks from our company.
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
None - this meeting took complete focus to ensure to drive the resolution of the production issue in play. With participants from several states/countries it would have been impossible to get folks together for a face-to-face. Additionally each team needed to have access to their infrastructure systems to troubleshoot collectively. This could not have been achieved face to face.
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - Jan/17/2012
Time of day? (Local Time) - 8PM
Type of meeting? (audio, video, face-to-face) - audio
2. How many meetings have you participated in
Today? - 3
This week? - 8
3. What time was the meeting supposed to
Start? - 8PM
End? - 9PM
4. Were there any technological complications to prevent the planned start/end from happening? Explain
Nope
5. What time did the meeting actually start? End?
Start? - 8PM
End? - 9:03 PM
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Update on tasks
Problems
Solutions
General Discussion
Organizational Issues
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
Staff meeting to review tasks & issues
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
No issues with the Audio conference call
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
Home
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
None
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 1/12/12
Time of day? (Local Time) - 7pm
Type of meeting? (audio, video, face-to-face) - audio, webex
2. How many meetings have you participated in
Today? - 2
This week? - 10
3. What time was the meeting supposed to
Start? - 7pm
End? - 8pm
4. Were there any technological complications to prevent the planned start/end from happening? Explain
voice over ip connection dropped once.
5. What time did the meeting actually start? End?
Start? - 7pm
End? - 8pm
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
No Response
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
vendor report out on research they'd done of our organization
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
had to schedule another mtg to finish the report out.
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
home
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
read email. did sudoku
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 1/11/12
Time of day? (Local Time) - 8:30pm
Type of meeting? (audio, video, face-to-face) - audio
2. How many meetings have you participated in
Today? - 3
This week? - 8
3. What time was the meeting supposed to
Start? - 8:30pm
End? - 10:00pm
4. Were there any technological complications to prevent the planned start/end from happening? Explain
none
5. What time did the meeting actually start? End?
Start? - 8:30pm
End? - 9:40pm
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Update on tasks
Solutions
General Discussion
Organizational Issues
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
staff meeting, business update, project updates, task updates
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
No Response
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
home
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
none
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - Thursday, Jan 12, 2012
Time of day? (Local Time) - 08:00 AM
Type of meeting? (audio, video, face-to-face) - audio
2. How many meetings have you participated in
Today? - 2
This week? - 7
3. What time was the meeting supposed to
Start? - 08:00
End? - 08:30
4. Were there any technological complications to prevent the planned start/end from happening? Explain
None
5. What time did the meeting actually start? End?
Start? - 08:05
End? - 08:25
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Update on tasks
Problems
General Discussion
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
Project Review
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
No Response
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
At my desk
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
None
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 12 Jan 2012

Time of day? (Local Time) - 09:30
 Type of meeting? (audio, video, face-to-face) - audio
 2. How many meetings have you participated in
 Today? - 1
 This week? - 3
 3. What time was the meeting supposed to
 Start? - 09:30
 End? - 11:00
 4. Were there any technological complications to prevent the planned start/end from happening? Explain
 No
 5. What time did the meeting actually start? End?
 Start? - 09:30
 End? - 10:45
 6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X
 7. What did you contribute to the meeting? Please select all that apply.
 Update on tasks
 General Discussion
 8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X
 9. What was the overall goal(s) of the meeting?
 Weekly Progress
 10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X
 11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X
 12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
 Please rate X
 13. Please leave comments on the above
 No Response
 14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X
 15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
 Please rate X
 16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X
 17. Where were you when the meeting was taking place?
 Home
 18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
 Please rate X
 19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
 None
 20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
 Please rate X

1. What was the...
 Date of the meeting? - January 6, 2012
 Time of day? (Local Time) - 8.30PM (Singapore Time)

- Type of meeting? (audio, video, face-to-face) - Audio
2. How many meetings have you participated in
Today? - 1
This week? - 1
3. What time was the meeting supposed to
Start? - 8.30PM
End? - 9.30PM
4. Were there any technological complications to prevent the planned start/end from happening? Explain
No
5. What time did the meeting actually start? End?
Start? - 8.30PM
End? - 10.45PM
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Update on tasks
Problems
Solutions
General Discussion
Organizational Issues
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
No Response
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
No Response
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
Home
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
No Response
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 6 Jan 2012
Time of day? (Local Time) - 20:30
Type of meeting? (audio, video, face-to-face) - audio
2. How many meetings have you participated in
Today? - 1
This week? - 1
3. What time was the meeting supposed to
Start? - 20:30
End? - 21:30
4. Were there any technological complications to prevent the planned start/end from happening? Explain
No
5. What time did the meeting actually start? End?
Start? - 20:30
End? - 23:00
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Update on tasks
General Discussion
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
Weekly progress meeting
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
No Response
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
Home
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
None
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 11 January 2012
Time of day? (Local Time) - 10:00
Type of meeting? (audio, video, face-to-face) - audio and webex
2. How many meetings have you participated in
Today? - 1
This week? - 2
3. What time was the meeting supposed to
Start? - 10:00
End? - 11:00
4. Were there any technological complications to prevent the planned start/end from happening? Explain
None
5. What time did the meeting actually start? End?
Start? - 10:00
End? - 10:55
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Update on tasks
Problems
Solutions
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
Project Status Updates, discuss challenges and future actions
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
No Response
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
office
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
None
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 1/10/12
Time of day? (Local Time) - 3:30Pm
Type of meeting? (audio, video, face-to-face) - Audio
2. How many meetings have you participated in
Today? - 3
This week? - 4
3. What time was the meeting supposed to
Start? - 3:30pm
End? - 5pm
4. Were there any technological complications to prevent the planned start/end from happening? Explain
no
5. What time did the meeting actually start? End?
Start? - 3:30
End? - 4:40
6. How much did you contribute to the discussion
Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Solutions
General Discussion
Organizational Issues
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
No Response
10. How much do you believe, on average, that the above goal(s) was(were) met
No Response
11. How much did the communication channel help the achievement of the above goals?
No Response
12. How much did it hinder?
No Response
13. Please leave comments on the above
No Response
14. How comfortable were you with using the technology medium?
Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1)Above Average (2)Average (3)A Little (4)Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
In my office
18. Rate the level of distractions in that space.
Very Much (1)Above Average (2)Average (3)A Little (4)Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
No Response
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1)A Little (2)Average (3)Above Average (4)Very Much (5)
Please rateX

1. What was the...
Date of the meeting? - 10 January 2012
Time of day? (Local Time) - 10 am
Type of meeting? (audio, video, face-to-face) - audio
2. How many meetings have you participated in
Today? - 3
This week? - 10
3. What time was the meeting supposed to
Start? - 10:00 am
End? - 12:00 Noon
4. Were there any technological complications to prevent the planned start/end from happening? Explain
No
5. What time did the meeting actually start? End?
Start? - 10:05 am
End? - 11:30 am
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Problems
Solutions
General Discussion
Organizational Issues
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
Strategy agreement
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
Communication via telephone was clear.
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
In a conference room
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
None
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 1/3/2012
Time of day? (Local Time) - 7:30 AM
Type of meeting? (audio, video, face-to-face) - audio
2. How many meetings have you participated in
Today? - 3
This week? - 10
3. What time was the meeting supposed to
Start? - 7:30 AM
End? - 9:00 AM
4. Were there any technological complications to prevent the planned start/end from happening? Explain
None
5. What time did the meeting actually start? End?
Start? - 7:35 AM
End? - 8:40 AM
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
General Discussion
Organizational Issues
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
Weekly staff meeting with business and project updates
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
We all know each other and have worked together for some time, so weekly updates like this are effective using audio conferences
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
In a conference room
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
no others, just the meeting agenda itself
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 1/6/2012
Time of day? (Local Time) - 7:30am
Type of meeting? (audio, video, face-to-face) - audio + face to face
2. How many meetings have you participated in
Today? - 1
This week? - 6
3. What time was the meeting supposed to
Start? - 7:30am
End? - 8:30am
4. Were there any technological complications to prevent the planned start/end from happening? Explain
no
5. What time did the meeting actually start? End?
Start? - 7:30am
End? - 10am
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Solutions
General Discussion
Organizational Issues
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
staff mtg. Business updates, personnel issues, activity updates, problems, project status.
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
we've been doing audio conferences a long time, so we work with it.
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
in a conf room with 1 other employee. 2 employees on the phone.
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
mtg note taking
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

1. What was the...
Date of the meeting? - 1/6/12
Time of day? (Local Time) - 07:30
Type of meeting? (audio, video, face-to-face) - Audio
2. How many meetings have you participated in
Today? - 1
This week? - 5
3. What time was the meeting supposed to
Start? - 7:30
End? - 8:40
4. Were there any technological complications to prevent the planned start/end from happening? Explain
no
5. What time did the meeting actually start? End?
Start? - 7:30
End? - 10:00
6. How much did you contribute to the discussion
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
7. What did you contribute to the meeting? Please select all that apply.
Update on tasks
Problems
Solutions
General Discussion
Organizational Issues
8. How prepared were you for the technological aspect of the meeting? (i.e. video set up, called in on time, papers where you could reach them, etc.)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
9. What was the overall goal(s) of the meeting?
Weekly updates
10. How much do you believe, on average, that the above goal(s) was(were) met
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
11. How much did the communication channel help the achievement of the above goals?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
12. How much did it hinder?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
13. Please leave comments on the above
No Response
14. How comfortable were you with using the technology medium?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
15. How difficult was it to communicate/participate with your peers?
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
16. How engaged were you in the meeting? (both listening and talking)
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X
17. Where were you when the meeting was taking place?
In the meeting
18. Rate the level of distractions in that space.
Very Much (1) Above Average (2) Average (3) A Little (4) Very Little (5)
Please rate X
19. What other tasks were you working on during the meeting? (Either related/ unrelated to the meeting)
e-mail
20. How much did you prefer this type of meeting compared to face-to-face?
Very Little (1) A Little (2) Average (3) Above Average (4) Very Much (5)
Please rate X

BIOGRAPHY

Rachel Porter was born in Portland, Maine on March 9, 1990. She was raised in Buxton, Maine and graduated from Bonny Eagle High School in 2008. She is majoring in Business Management at the University of Maine and plans to graduate in May 2012. She is a member of Beta Gamma Sigma and served on the Honor's Council her freshman and sophomore years.

After graduation, Rachel will start full time at Cianbro as a Human Resources Information Systems Specialist. She will be located at the corporate office in Pittsfield, Maine.