

Annotated Artifacts

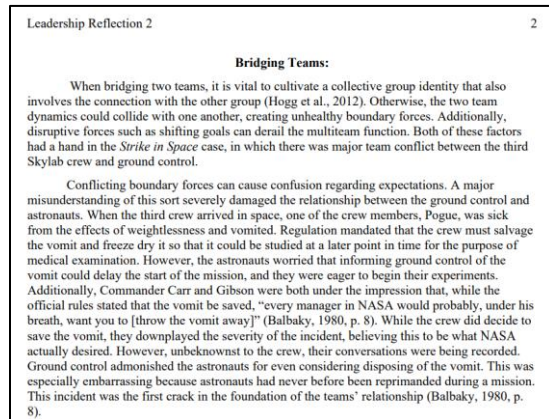
Fall 2021 Annotated Artifacts

Caitlin Dunlap

School of Communication, Northwestern University

December 13th, 2021

Fall 2021 Annotated Artifacts



Bridging Teams Paper

In our MSC 540 Leading Collaboration class, we analyzed the “Strike in Space” case. This case was demonstrated the conflicts that can arise in multiteam systems. I completed this assignment alone after reading the case and completing a classroom discussion. The prompt for this paper was to identify specific examples of two challenges multiteam systems encounter that we discussed in class – boundary forces and disruptive forces. In completing this analysis, I was able to take classroom material and apply it to a real-life situation. I also identified areas in which the two teams could have changed their communication processes in such a way that could have avoided the strike and fostered harmony in the collaboration between the astronauts and ground control.

FOUNDATION OF STRATEGIC COMMUNICATIONS LEARNING OUTCOMES:

1) Articulate connections between the interdisciplinary field of communication and the central curriculum themes of the MSC Program (LO1).

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2) Demonstrate the ability to assess complex organizational environments and achieve communication goals (LO2).

3) Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors. Appraise team needs. Plan, convene, and facilitate elegant in-person and remote forums to generate and share innovative approaches to challenges. Incorporate useful practices, data, technology, and ideas to engage complex issues with a globally diverse network of peers with different disciplinary expertise. Reinforce the elements of collaborative, inter-professional practice through a commitment to power-sharing, distributed leadership, and striving for partnership and teamwork (LO3).

Key Words: Collaboration, conflict management, leadership, teams.

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Like many workplaces, my job is currently understaffed. Combined with rapid growth, this has led to long hours, excessive stress, and burnout for myself and many of my coworkers. My goal in approaching my courageous conversation was to find some way to alleviate the tension. I remembered back to pre-pandemic days at my job. There was a great sense of community in the office – we used to have happy hours, luncheons, etc. Since we went virtual, we haven't used Zoom, we just have conference calls. As a result, there are many coworkers I have not seen face-to-face in almost two years. I decided to ask my boss Tom if he'd be willing to entertain the idea of a Zoom lunch. Those who wanted to participate could turn their cameras on at lunchtime and we could all catch up. Tom was quite receptive to the idea. He admitted that he did not think many people would be interested, but he said he would bring it up to the President – he even suggested perhaps doing an in-person gathering. Most notably, he ended the conversation by saying "Please know that I heard you and I agree with you."

Courageous Conversations Paper

For this assignment, we were asked to have a courageous conversation in our real life and write about the experience. I completed this assignment alone and wrote the paper following my conversation with my boss. The purpose of this assignment was to practice the art of conducting courageous conversation. I identified that my office was experiencing a dip in morale, which is partly due to the fact that we have been working remotely since the start of the COVID-19 pandemic. When we worked in our office, we used to have many parties and happy hours, which contributed positively to morale. I decided to propose to my boss that we have a Zoom luncheon. The morale problems in our workplace are complicated, so in holding this conversation I was hoping to open the door to further conversations down the line to explore these complexities.

FOUNDATION OF STRATEGIC COMMUNICATIONS LEARNING OUTCOMES:

- 1) Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors. Appraise team needs (LO3).
- 2) Apply communication-centered scholarship to strengthen communication effectiveness. Use communication-centered scholarship to identify contexts, situations, and barriers that impede

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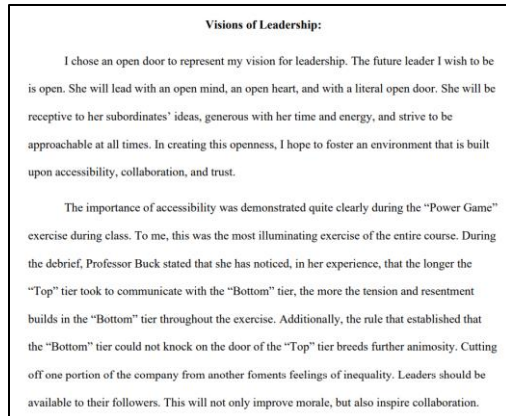
communication effectiveness and create evidence-based solutions to address these obstacles (LO4).

3) Iteratively develop inter-professional leadership competencies. Establish and refine intrapersonal dispositions such as courage (D1).

4) Be equipped to influence change. Welcome and create opportunities to act as a change agent by planning and evaluating, exercising power and influence, mobilizing community resources, resolving ambiguity, and taking responsibility (D4).

Key Words: Collaboration, courage, managing complexity, solutions.

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Visions of Leadership Paper

This was the final assignment for MSC 529 Maximizing Performance of Self and Others. I completed this assignment alone as a culmination of the coursework and self-reflection in this class over the course of the quarter. The purpose of this paper was to describe our own personal vision of leadership using both text and an original photograph. My vision is that of an open door. As a leader, I would like to lead with an open mind and an open heart. I learned in this course that an important part of leadership is knowing not only when to step up, but also when to step back and yield space to others. Therefore, I shall strive to be a leader that is open to allowing others to share their opinions, as well as a leader who lifts those up who do not have a voice.

FOUNDATION OF STRATEGIC COMMUNICATIONS LEARNING OUTCOMES:

- 1) Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors. Reinforce the elements of collaborative, inter-professional practice through a commitment to power-sharing, distributed leadership, and striving for partnership and teamwork (LO3).
- 2) Apply communication-centered scholarship to strengthen communication effectiveness (LO4).

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3) Iteratively develop inter-professional leadership competencies. Establish and refine intrapersonal dispositions such as self-awareness, empathy, humility, and integrity (D1).

Key Words: Collaboration, empathy, engagement, leadership.

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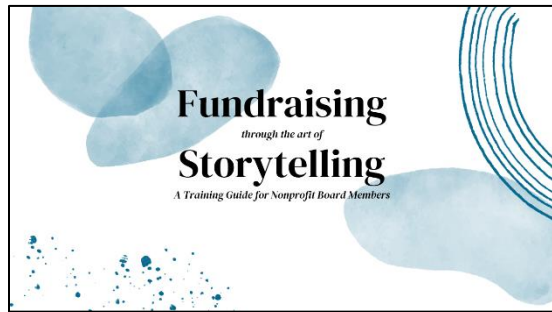
Winter 2022 Annotated Artifacts

Caitlin Dunlap

School of Communication, Northwestern University

March 19th, 2022

Winter 2022 Annotated Artifacts



Fundraising Through the Art of Storytelling: A Training Guide for Nonprofit Board Members

This is a board development training package that I produced as part of the final project for the class *Nonprofit Leadership*. I completed this project alone. This project consisted of a proposal, learning objectives and background paper, a script for the trainer, promotional video, advance readings and further readings for participants, and a PowerPoint presentation. The prompt for the project was to create a training package for nonprofit board members. I decided to do my package on fundraising, as that was a topic that I was particularly interested in learning about. In the training, board members complete exercises to craft a persuasive story – or sales pitch – directed to potential donors. They create this persuasive story through a worksheet that breaks it down into key storytelling elements. Once they have crafted their story, the participants engage in a role play exercise in groups, where they role play as if they are telling this story to a real potential donor in their personal network. In completing this project, I learned not only about nonprofit fundraising, but also about all the components that go into developing a training package.

FOUNDATION OF STRATEGIC COMMUNICATIONS LEARNING OUTCOMES:

1) Apply communication-centered scholarship to strengthen communication effectiveness. Use communication-centered scholarship to identify contexts, situations, and barriers that impede communication effectiveness and create evidence-based solutions to address these obstacles (LO4).

2) Critically analyze messages. Measure the complexity and influence of messages before they are delivered to the intended audience. Draw evidence-based conclusions and make a call for action (LO5).

3) Create and deliver elegant messages appropriate to audience, purpose, and context. (LO6).

Key Words: Advancement, development, donors, fundraising, marketing, nonprofit leadership, training.



Fundraising Promo Video (Click the image above to view the video on YouTube)

This is a promotional video I created for the fundraising training package I completed as part of my *Nonprofit Leadership* class. I completed this assignment alone using iMovie and my iPhone. This video was produced to be used as a promotional tool during the mock trade show – or fair – that was held during the last day of *Nonprofit Leadership*. The purpose of the fair was to showcase and promote the training packages we created. My training package was designed to educate nonprofit board members on fundraising. Creating this video prepared me to produce professional, polished promotional media.

FOUNDATION OF STRATEGIC COMMUNICATIONS LEARNING OUTCOMES:

- 1) Critically analyze messages. Measure the complexity and influence of messages before they are delivered to the intended audience. Draw evidence-based conclusions and make a call for action (LO5).
- 2) Create and deliver elegant messages appropriate to audience, purpose, and context. (LO6).

Key Words: Advancement, development, donors, fundraising, marketing, nonprofit leadership, training.



Case Interview – GitLab – Facilitating Virtual Socialization in a Period of Growth

This is a PowerPoint I completed for the winter case interview for the MSC Capstone. I completed this assignment alone. For the case interview, I was given the Harvard Business School case “GitLab and the Future of All-Remote Work (A).” GitLab is a software company with employees around the world that is 100% remote with no physical office. In the case, the CEO of the software company Gitlab expressed a concern that as his company has begun to grow, employees are no longer being engaged effectively in the virtual community. There was particularly a concern about the overall effectiveness of the weekly all-company staff meeting. I provided a couple of suggestions that will help GitLab establish a strong sense of community even as the company continues to scale. My first suggestion was to form a growth advisory board consisting of representatives from each department, selecting these representatives using social network analysis. My second suggestion was to make the all-company meeting monthly, with the CEO leading the meeting. I also suggested that there be a section for shout-outs and Q & A with the CEO. Adding this section to the all-company meeting will allow GitLab employees access to the CEO without overwhelming his schedule. It also has additional benefits, including inviting employee participation, creating transparency and trust, and finally, the opportunity for employee recognition.

FOUNDATION OF STRATEGIC COMMUNICATIONS LEARNING OUTCOMES:

- 1) Demonstrate the ability to assess complex organizational environments and achieve communication goals (LO2).
- 2) Apply communication-centered scholarship to strengthen communication effectiveness (LO4).
- 3) Critically analyze messages. Measure the complexity and influence of messages before they are delivered to the intended audience. Draw evidence-based conclusions and make a call for action (LO5).
- 4) Create and deliver elegant messages appropriate to audience, purpose, and context. (LO6).

Key Words: Communication, consulting, networks, people analytics, visual communication.

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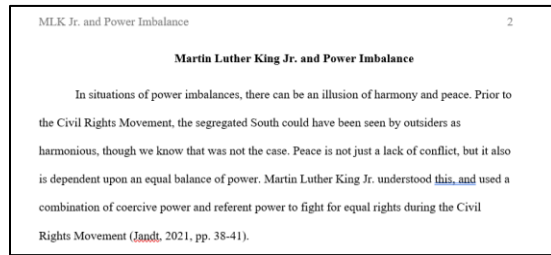
Spring 2022 Annotated Artifacts

Caitlin Dunlap

School of Communication, Northwestern University

June 5th, 2022

Spring 2022 Annotated Artifacts



Martin Luther King Jr. and Power Imbalance

This is a short essay that I wrote as part of the final assignment for the class *Conflict Management: Strategy and Practice*. I completed this paper alone. The purpose of this assignment was to analyze how Martin Luther King Jr. overcame power imbalances during the Civil Rights Movement. I determined that King used a combination of coercive power (in the form of nonviolent protest) and referent power (using his charisma and influence as a pastor). Writing this paper helped me realize that even if you are a low-power person, it is possible to overcome a power imbalance and rise up against those with high power. Additionally, I learned that in order for two groups to have a fair chance at negotiation, there should be equal power between two parties – and to accomplish this it is often necessary to force the high-power party to give up their privilege.

FOUNDATION OF STRATEGIC COMMUNICATIONS LEARNING OUTCOMES:

- 1) Apply communication-centered scholarship to strengthen communication effectiveness. Use communication-centered scholarship to identify contexts, situations, and barriers that impede communication effectiveness and create evidence-based solutions to address these obstacles (LO4).
- 2) Utilize communication to embrace complexity and difference (D2).

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3) Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation (D3).

4) Be equipped to influence change (D4).

Key Words: Conflict management, negotiation, power, power imbalance.

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II. Statement of theory.

A. Key concepts and definitions – Katz's functional approach.

Katz identified five basic functions that an attitude can serve. For this case, I will be focusing on two of the functions that Katz describes – the knowledge function and the ego defensive function.

B. Explanatory statements.

Knowledge function: People have a desire to understand their environment. They dislike uncertainty and prefer things with which they are familiar. People develop positive attitudes toward things they understand and negative attitudes toward things they don't.

Ego defensive function: People have a desire to view themselves in a positive light. We don't want to feel bad about ourselves. So, we form positive attitudes toward things that make us look competent, strong, and honorable and negative attitudes toward things that threaten our self-image.

Change Management Proposal 1

This is a paper I completed as part of the midterm assignment for the class *Change Management*.

I completed this paper alone. The purpose of this paper was to analyze a real situation of organizational change and propose a solution to create the change successfully. For my case, I chose to analyze a case from one of my former jobs in which I propose upgrading to a new software. I analyze why certain individuals are resistant to change: some individuals feel comfort in using software they know, and others feel defensive if you imply they are doing something wrong. I also utilize tactics of persuasion to overcome this resistance – such as referring to industry norms or message-based persuasion. I offer multiple solutions and backup plans to introduce this change to the organization.

FOUNDATION OF STRATEGIC COMMUNICATIONS LEARNING OUTCOMES:

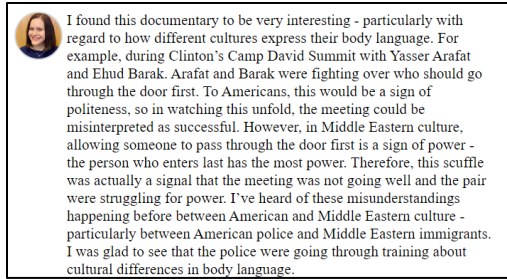
- 1) Demonstrate the ability to assess complex organizational environments and achieve communication goals (LO2).
- 2) Critically analyze messages. Measure the complexity and influence of messages before they are delivered to the intended audience. Draw evidence-based conclusions and make a call for action (LO5).
- 3) Create and deliver elegant messages appropriate to audience, purpose, and context. (LO6).

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4) Be equipped to influence change (D4).

Key Words: Change management, persuasion, organizational change.

Annotated Artifacts



Documentary Discussion Post (*The Secrets of Body Language*)

This is a discussion post that I posted in response to the History Channel documentary *The Secrets of Body Language* that we watched for *Conflict Management: Strategy and Practice*. I completed this post alone. The purpose of this assignment was to reflect upon the documentary and connect it to our coursework. This documentary was about the role of body language in communication and situations of conflict. I was particularly interested in instances in which cultural norms collide, as well as how politicians are coached to watch their body language.

FOUNDATION OF STRATEGIC COMMUNICATIONS LEARNING OUTCOMES:

1) Apply communication-centered scholarship to strengthen communication effectiveness. Use communication-centered scholarship to identify contexts, situations, and barriers that impede communication effectiveness and create evidence-based solutions to address these obstacles (LO4).

2) Utilize communication to embrace complexity and difference (D2).

Key Words: Conflict management, body language, nonverbal communication.

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Summer 2022 Annotated Artifact

Caitlin Dunlap

School of Communication, Northwestern University

July 29th, 2022

Summer 2022 Annotated Artifact



Proposal for Promotion Opportunity

This is a proposal presentation I prepared for a job interview for a promotion at my job. I completed this proposal alone. The purpose of this presentation was to demonstrate my ability to take on the position of Team Lead on the Sales Development team. I am currently a Sales Development Representative so this would be a promotion to supervisor. For this presentation, I used my logo and brand kit that I designed as part of the Capstone and Creative Branding & Design courses. In the presentation, I included leadership strategies and tactics that I learned from Northwestern University – such as leading collaboration on teams, psychological safety, and building trust as a manager. While I will not know until next week if I got this position, I feel confident that I put my best foot forward.

FOUNDATION OF STRATEGIC COMMUNICATIONS LEARNING OUTCOMES:

- 1) Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors (LO3)
- 2) Apply communication-centered scholarship to strengthen communication effectiveness. Use communication-centered scholarship to identify contexts, situations, and barriers that impede communication effectiveness and create evidence-based solutions to address these obstacles (LO4).

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3) Create and deliver elegant messages appropriate to audience, purpose, and context. (LO6).

Key Words: Branding, leadership.