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## AN EFFECTIVE MANAGEMENT PRACTICE: PUBLIC NOTE-TAKING IN VIRTUAL TEAM COLLABORATION

*The study investigates public note-taking as a managerial tool to improve the efficiency and effectiveness of online meetings in the IT industry, addressing common challenges such as process inefficiencies, role ambiguity, and fragmented decision-making. The article applies a theoretical analysis of public note-taking within management communication systems and knowledge management practices. It examines the competencies required for effective implementation, including real-time information synthesis, communication fluency, multitasking, and facilitation skills. Findings show that public note-taking enhances communication clarity, supports managerial control, and improves decision traceability and stakeholder engagement. It also contributes to better task execution, promotes accountability, and strengthens team performance management in online environments. Institutionalizing public note-taking fosters agile responsiveness and continuous improvement in IT teams. The study recommends further exploration of AI-powered note-taking tools and potential applications across various sectors to enhance managerial effectiveness.*

**Keywords:** Public note-taking, online meetings, managerial efficiency, IT industry, meeting efficiency, real-time documentation, collaboration tools, remote teams, digital communication, team collaboration, remote management, transparency in management, project management tools.

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## ЕФЕКТИВНА УПРАВЛІНСЬКА ПРАКТИКА: ПУБЛІЧНЕ ВЕДЕННЯ НОТАТОК У ВІРТУАЛЬНІЙ КОМАНДНІЙ СПІВПРАЦІ

У статті розглядається публічне ведення нотаток як дієвий управлінський інструмент для підвищення ефективності та результативності онлайн-зустрічей в ІТ-сфері. В умовах швидких змін, гібридних форматів роботи та розподілених команд, питання чіткості комунікації та узгодженості дій набувають особливої актуальності. Онлайн-наради часто супроводжуються низкою викликів: від втрати фокусу уваги та дублювання завдань до недостатнього залучення учасників та невизначеності щодо прийнятих рішень. У таких умовах публічне нотаткописання розглядається як структурований підхід, що дозволяє зменшити інформаційний шум, зафіксувати ключові тези обговорення, окреслити відповідальних осіб та терміни виконання. У фокусі уваги – подолання типових проблем, таких як неузгодженість процесів, нечіткий розподіл ролей, відсутність єдиного інформаційного поля та фрагментарність у прийнятті рішень. Публічні нотатки забезпечують створення єдиного джерела правди (single source of truth), що дозволяє всім учасникам мати доступ до актуальної, перевіреної та структурованої інформації. Дослідження базується на аналізі ролі публічного нотаткописання в системах управлінської комунікації та практиках управління. Визначено ключові компетентності для ефективного реалізації підходу: здатність до синхронного узагальнення інформації, комунікативна спритність, навички багатозадачності та фасилітації. Публічне ведення нотаток трактується не лише як технічна дія, а як елемент управлінської культури, що підтримує дисципліну, прозорість і продуктивність у команді. Результати дослідження засвідчують, що впровадження публічного нотаткописання сприяє підвищенню чіткості комунікації, покращенню контролю з боку менеджменту, забезпеченню відслідковуваності прийнятих рішень та активнішій участі всіх зацікавлених сторін. Такий підхід позитивно впливає на виконання завдань, підвищує відповідальність учасників та сприяє ефективному управлінню командною продуктивністю в онлайн-середовищі. Закріплення практики публічних нотаток як постійного управлінського інструменту дозволяє ІТ-командам залишатися гнучкими, адаптивними та орієнтованими на постійне вдосконалення. Окрему увагу приділено перспективам використання інструментів на основі штучного інтелекту для автоматизації процесів нотаткописання, а також можливостям їхнього впровадження в інші управлінські контексти.

**Ключові слова:** публічне ведення нотаток, онлайн-зустрічі, управлінська ефективність, ІТ-індустрія, ефективність зустрічей, документування в реальному часі, інструменти для співпраці, віддалені команди, цифрова комунікація, команда взаємодія, віддалене управління, прозорість в управлінні, інструменти управління проектами.

**Problem statement.** The rapid digitalization of business processes has led to the widespread adoption of online meetings, particularly in the IT industry, where remote and distributed teams are common. Video conferencing platforms such as Zoom, Microsoft Teams, and Google Meet have become essential tools for daily communication, enabling collaboration across time zones and geographical locations. However, despite their convenience, online meetings often

suffer from inefficiencies, including lack of clarity, miscommunication, and loss of important details.

One of the key challenges in online meetings is the absence of structured documentation during discussions. Participants may struggle to retain key takeaways, action items, and decisions, leading to confusion and delays in project execution. Traditional methods such as recording meetings or relying on individual note-taking are not always effective, as they require additional time for review and may

not capture the most relevant information. Furthermore, meeting participants may interpret discussions differently, resulting in discrepancies in understanding tasks and responsibilities.

Public note-taking – the practice of collaboratively recording key points, decisions, and action items in real time during a meeting emerges as a potential solution to these challenges. By ensuring transparency and providing a structured summary visible to all attendees, public note-taking enhances comprehension, accountability, and engagement [1]. Despite its advantages, the adoption of public note-taking in online meetings remains underutilized and understudied, particularly in the IT sector, where structured documentation is already a common practice in project management.

This article explores the effectiveness of public note-taking as a tool for improving online meetings, particularly in IT companies. It examines the advantages, challenges, and required skills for effective implementation, offering insights into how IT professionals can leverage this practice to optimize virtual collaboration.

#### **Analysis of the latest research and publications.**

The issues of online meeting efficiency, documentation, and public note-taking have been studied in the works of Salomaa E. and Lehtinen E. [3], H. Cao [4], Greenhow C., Li J., Mai M. [5], A. Hoff [6] and S. Laoyan [1]. These researchers have examined the challenges of virtual communication, meeting overload, and the role of meeting minutes in improving collaboration. Their studies emphasize the importance of real-time summarization, accountability, and digital tools in enhancing meeting productivity. Additionally, Laoyan S. [1]. provides practical insights into effective meeting note-taking strategies, highlighting best practices, templates, and recommendations for improving real-time documentation in online meetings.

At the same time, the analysis of literature sources indicates that public note-taking as a method for structuring online meetings remains underexplored, particularly in the IT industry, where sending meeting minutes is already a standard practice. While existing research provides valuable insights into the benefits of meeting documentation, there is a lack of focus on the real-time collaborative aspects of public note-taking and the specific skills required for its effective implementation. These gaps in the literature determine the relevance of this study.

**The purpose of the study** is to explore the theoretical foundations and practical applications of public note-taking as a method for improving the efficiency of online meetings in IT companies.

**Summary of the main research material.** This study examines the strategic role of public note-taking to enhance the efficiency and effectiveness of video conference meetings, with a particular focus on its value in management contexts. It explores how the practice of structured, real-time documentation improves the clarity of discussions, increases participant engagement, and strengthens accountability mechanisms. Additionally, the research identifies the critical skills necessary for successful implementation, such as summarization abilities, attention management, and digital proficiency – all of which contribute to more efficient management practices and better coordination across teams.

The growing reliance on remote work and virtual collaboration has amplified the importance of tools and methods that support effective management in dispersed environments. In this context, public note-taking has emerged as a vital practice for improving meeting productivity and enhancing managerial control. By enabling shared documentation in real-time, this approach ensures that meeting objectives, key decisions, and action items are transparently recorded and accessible to all participants. Such clarity significantly reduces the risk of miscommunication, helps maintain alignment among team members, and creates a stronger foundation for collaborative decision-making - all of which are crucial for maintaining management efficiency in fast-paced digital workplaces. This practice ensures that all participants have a unified understanding of the meeting's content, reducing the likelihood of miscommunication and fostering a more collaborative environment [2]. Research suggests that public note-taking not only improves the efficiency of online meetings but also serves as a crucial tool for knowledge retention and collaboration in IT companies [3].

Several studies highlight the advantages of public note-taking in professional settings and analyzed multitasking behaviors in remote meetings and found that shared note-taking helps mitigate distractions and keeps participants focused on key discussion points. The findings suggest that the visibility of real-time notes improves engagement and reduces cognitive overload, allowing team members to revisit critical information post-meeting [4].

Another important area of research focuses on the necessary skills for effective real-time note-taking. It was found that successful public note-takers require strong summarization abilities, attention management, and proficiency with digital tools. Research on professional learning environments emphasizes that digital literacy plays a vital role in ensuring the accuracy and coherence of shared notes [5]. Moreover, automated note-taking technologies are gaining prominence as a support mechanism, with studies exploring their potential to enhance meeting documentation and reduce the cognitive burden on participants.

IT professionals' perceptions of public note-taking is that employees generally view shared notes as beneficial for task coordination and information retention. However, challenges such as information overload, inconsistent documentation styles, and concerns about accuracy remain prevalent.

**Online meetings in the IT industry.** Online meetings have become a standard practice in IT companies, where teams are often distributed across different time zones and geographical locations. The increasing reliance on remote collaboration has led to widespread adoption of digital communication platforms such as Zoom, Microsoft Teams, and Google Meet. Research indicates that IT professionals use a combination of tools to facilitate effective online meetings, including screen sharing, real-time chat discussions, and meeting recordings. These features ensure that discussions remain interactive and well-documented, but they also highlight the need for structured note-taking to enhance knowledge retention.

A common challenge in IT meetings is the sheer volume of information exchanged, particularly during technical discussions involving software development, project management, and system architecture. Studies

suggest that without a standardized documentation process, crucial insights may be lost, leading to inefficiencies in follow-up actions and decision-making [4]. Public note-taking has emerged as an effective solution to address this issue by ensuring that meeting outcomes are systematically recorded and easily accessible.

**Why IT professionals are well-suited for public note-taking.** IT professionals are inherently well-equipped for public note-taking due to their familiarity with structured documentation and digital collaboration tools. Many IT teams already maintain formal records of meetings through structured meeting minutes, follow-up emails, and project tracking software. Professionals who work in highly structured environments, such as software engineering and project management, are more likely to adopt systematic documentation practices [5].

Additionally, IT professionals frequently use collaborative platforms such as Google Docs, Trello, Slack, One Note and Jira for real-time documentation and task tracking. These tools facilitate seamless integration of public notes into ongoing projects, ensuring that key takeaways from meetings are immediately actionable. IT teams' proficiency with these platforms makes them more likely to engage in effective real-time documentation without disrupting meeting flow [6]. Furthermore, IT professionals' technical expertise contributes to precise summarization of discussions. Unlike general business meetings, IT meetings often involve detailed technical discussions, requiring note-takers to capture complex information accurately. This ability to distill key points from technical conversations ensures that meeting notes remain useful and relevant for team members reviewing them later.

Managers in IT companies are particularly well-positioned to promote and benefit from public note-taking practices. Given their responsibility for coordinating complex projects and multidisciplinary teams, IT managers rely heavily on structured documentation to ensure clear communication and efficient task management. Their familiarity with tools like Jira, Trello, and Google Docs allows them to seamlessly integrate public notes into daily workflows, improving transparency and accountability across teams. Moreover, IT managers often need to summarize technical discussions for diverse stakeholders, making their ability to oversee and guide effective note-taking crucial for maintaining clarity and aligning team efforts with strategic goals. By fostering a culture of shared documentation, IT managers enhance management efficiency, streamline decision-making processes, and strengthen overall team performance in fast-paced project environments.

**How public note-taking improves meeting efficiency.** Public note-taking has been shown to significantly enhance meeting efficiency by increasing visibility, accountability, engagement, and accessibility of information. Meetings that incorporate shared documentation lead to improved comprehension, fewer miscommunications, and higher overall productivity.

One of the most critical advantages of public note-taking is visibility. When key points and decisions are documented in real time, all participants have immediate access to the information. This reduces confusion and ensures that all stakeholders are aligned on the meeting's objectives and conclusions. Additionally, accountability improves as action items and responsibilities are explicitly

stated in the shared document, minimizing the risk of misunderstandings or missed tasks.

Another benefit is engagement. Live documentation encourages participants to remain actively involved in discussions, as they can see their contributions reflected in the shared notes. This interactive approach fosters greater participation and ensures that all perspectives are captured. Moreover, public notes serve as a reliable reference post-meeting, allowing team members to revisit discussions, clarify decisions, and follow up on assigned tasks efficiently. Research shows that teams that institutionalize public note-taking as a standard practice report better knowledge management and long-term productivity gains.

#### **Challenges and skills required for effective public note-taking**

Despite its benefits, public note-taking presents several challenges that require specific skills to be effective. Maintaining structured and focused notes in real time demands strong moderation skills, as note-takers must distill essential information while filtering out unnecessary details. Without clear organization, public notes may become cluttered, reducing their usefulness for future reference [7].

Language proficiency is another crucial factor, as clarity and conciseness in writing ensure that notes remain accessible to all participants. Ambiguous or poorly structured documentation can lead to misunderstandings and inefficiencies in task execution. Additionally, typing speed and multitasking are critical, as public note-taking requires capturing key discussion points while actively listening and engaging in the conversation. Research indicates that skilled note-takers often develop strategies to enhance efficiency, such as using shorthand, templates, or AI-assisted transcription tools.

Another essential skill is real-time research, where note-takers may need to verify technical terms, spellings, or external references on the fly. Meetings in IT environments often involve highly specialized language, and ensuring accuracy in documentation is key to avoiding confusion. Furthermore, note-takers may need to issue clarification requests, asking for specific details when discussions become ambiguous or unclear. Teams that encourage this practice often produce higher-quality documentation that accurately reflects the meeting's content and intent.

While public note-taking is an effective practice, it requires continuous refinement and adaptation to different organizational needs. With the integration of digital tools and automation, companies can further optimize the process, ensuring that meeting documentation remains a valuable asset for decision-making and collaboration.

Public note-taking in IT meetings plays a crucial role in enhancing communication and productivity. As summarized in Table 1, key aspects such as visibility, accountability, engagement, and reference value contribute to more transparent and collaborative discussions. However, the practice also presents challenges like maintaining focus and managing clarity, particularly with multiple contributors. Successful implementation requires a combination of soft and technical skills, including moderation, language proficiency, multitasking, and the ability to conduct real-time research.

**Conclusions.** The growing dependence on online meetings in IT companies reflects a broader transformation in how distributed teams collaborate in real time. As digital

Table 1

## Key aspects of public note-taking in IT meetings

Aspect	Description
<b>Visibility</b>	Ensures key points and decisions are accessible in real-time, improving clarity.
<b>Accountability</b>	Documents action items and responsibilities, reducing misunderstandings.
<b>Engagement</b>	Encourages active participation as attendees see their input being recorded.
<b>Reference</b>	Serves as a structured source of information for future reference.
<b>Challenges</b>	Maintaining focus, managing multiple contributors, ensuring clarity.
<b>Required Skills</b>	Moderation, language proficiency, multitasking, real-time research, clarification requests.

Source: Table 1 was compiled by the author based on the analysis of practical experience and relevant literature regarding effective note-taking practices during IT meetings

communication platforms become deeply integrated into everyday workflows, the effectiveness of these virtual interactions increasingly depends on practices that enhance clarity, accountability, and continuity. One such practice, public note-taking, has emerged as a key enabler of more structured, transparent, and efficient meetings.

This article has reviewed recent literature and industry practices to establish that public note-taking brings substantial benefits to IT teams. By making meeting discussions visible in real time, public documentation fosters shared understanding and minimizes ambiguity. The practice promotes engagement by encouraging active participation, while also enhancing accountability through clearly assigned action points. These factors contribute to greater overall efficiency, especially in fast-paced, remote-first work environments where decision-making and follow-through depend on reliable knowledge capture.

Furthermore, the IT sector is particularly well-suited for adopting public note-taking due to its existing familiarity with collaborative tools and a culture of documentation. IT professionals are trained to use platforms such as Slack,

Jira, and Google Docs – tools that naturally support shared writing and real-time updates. Their technical fluency also enables accurate summarization of complex conversations, making the documentation process both feasible and valuable.

However, this practice is not without challenges. Effective public note-taking requires a unique skill set that combines multitasking, writing clarity, and moderation. It also introduces pressures such as maintaining neutrality, managing information overload, and ensuring inclusivity in documentation. Training and organizational support are therefore essential to fully harness its potential.

In conclusion, public note-taking is not merely a logistical aid - it is a strategic communication tool. When implemented intentionally and supported by appropriate skills and technologies, it can transform online meetings from passive exchanges into high-value, collaborative work sessions. For IT companies navigating the demands of hybrid and global collaboration, embedding public note-taking into meeting culture offers a clear pathway to smarter, more connected teamwork.

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