**LEARNER GUIDE**

**Conduct A Structured Meeting**

Unit Standard 242816

Level 4 Credits 5

TABLE OF CONTENTS

[TABLE OF CONTENTS 1](#_Toc444853568)

[FORMATIVE ASSESSMENT WORKBOOK 4](#_Toc444853569)

[Formative Assessment 1 4](#_Toc444853570)

[Formative Assessment 2 5](#_Toc444853571)

[Formative Assessment 3 5](#_Toc444853572)

[Formative Assessment 4 6](#_Toc444853573)

[Formative Assessment 5 6](#_Toc444853574)

[Final Formative Assessment 7](#_Toc444853575)

[PERSONAL INFORMATION 9](#_Toc444853576)

[INTRODUCTION 10](#_Toc444853577)

[Structure 11](#_Toc444853578)

[Programme methodology 11](#_Toc444853579)

[What Learning Material you should have 12](#_Toc444853580)

[Different types of activities you can expect 13](#_Toc444853581)

[Learner Administration 14](#_Toc444853582)

[Assessments 14](#_Toc444853583)

[Learner Support 15](#_Toc444853584)

[Learner Expectations 16](#_Toc444853585)

[UNIT STANDARD 242816 17](#_Toc444853586)

[PREPARE FOR A MEETING 19](#_Toc444853587)

[Physical Arrangements For A Meeting 20](#_Toc444853588)

[Physical arrangements 20](#_Toc444853589)

[Paperwork related to a meeting 21](#_Toc444853590)

[Notice of Meeting 21](#_Toc444853591)

[Agenda 22](#_Toc444853592)

[Combined Notice of Meeting and Agenda 23](#_Toc444853593)

[Distribution Lists 25](#_Toc444853594)

[Attendance Register 27](#_Toc444853595)

[The Minutes Of The Meeting 27](#_Toc444853596)

[Importance of Minutes 27](#_Toc444853597)

[Purpose of minutes 28](#_Toc444853598)

[Types of Minutes 28](#_Toc444853599)

[Presentation Of The Minutes 35](#_Toc444853600)

[Minute Book 38](#_Toc444853601)

[Formative Assessment 38](#_Toc444853602)

[Duties 39](#_Toc444853603)

[Duties Of The Chairman 39](#_Toc444853604)

[Duties Of The Secretary 39](#_Toc444853605)

[Duties Of The Treasurer 39](#_Toc444853606)

[Other Office Bearers 39](#_Toc444853607)

[Various meeting terms 40](#_Toc444853608)

[Mandate 40](#_Toc444853609)

[Caucusing and Lobbying 40](#_Toc444853610)

[CONDUCT A MEETING 41](#_Toc444853611)

[Types Of Meetings 42](#_Toc444853612)

[Informative/Advisory 42](#_Toc444853613)

[Consultative 42](#_Toc444853614)

[Problem-solving 42](#_Toc444853615)

[Decision-taking 42](#_Toc444853616)

[Negotiating 42](#_Toc444853617)

[Briefing meetings 42](#_Toc444853618)

[Consultation meetings 42](#_Toc444853619)

[Characteristics of A Meeting 43](#_Toc444853620)

[Debates 43](#_Toc444853621)

[Motions, Decisions And Amendments 43](#_Toc444853622)

[Formal Motion 43](#_Toc444853623)

[Point Of Order 43](#_Toc444853624)

[Voting 43](#_Toc444853625)

[Glossary Of Terms 44](#_Toc444853626)

[How To Chair A Meeting 46](#_Toc444853627)

[Open The Meeting 46](#_Toc444853628)

[Apologies 46](#_Toc444853629)

[Minutes Of The Last Meeting 47](#_Toc444853630)

[Matters Arising 47](#_Toc444853631)

[Correspondence 47](#_Toc444853632)

[New Business 47](#_Toc444853633)

[General 47](#_Toc444853634)

[Date Of The Next Meeting 47](#_Toc444853635)

[Adjournment 47](#_Toc444853636)

[Preparing For A Meeting 48](#_Toc444853637)

[Keep To The Time Allocated 48](#_Toc444853638)

[Attending Other People’s Meetings 50](#_Toc444853639)

[DEAL WITH DIFFERING VIEWS 51](#_Toc444853640)

[The chairman 52](#_Toc444853641)

[The Chairman must: - 52](#_Toc444853642)

[Handling Difficult / Problem People 52](#_Toc444853643)

[What Not To Do: 52](#_Toc444853644)

[The Too Much And Too Little Participation Individuals 52](#_Toc444853645)

[The Avoider 53](#_Toc444853646)

[The Uncooperative Person 54](#_Toc444853647)

[The Degrader 54](#_Toc444853648)

[The Turf Builder or Protector 54](#_Toc444853649)

[The Latecomer 55](#_Toc444853650)

[The Side Conversationalists 55](#_Toc444853651)

[The Whiner or Agitator 55](#_Toc444853652)

[The Diverter 56](#_Toc444853653)

[Techniques to create progress in a meeting 56](#_Toc444853654)

[Making Decisions During Meetings 57](#_Toc444853655)

[Debating Procedure 57](#_Toc444853656)

[Formative Assessment 57](#_Toc444853657)

[Deal With Conflict 57](#_Toc444853658)

[Formative Assessment 57](#_Toc444853659)

[Formative Assessment 58](#_Toc444853660)

[DISTRIBUTE RECORDS 59](#_Toc444853661)

[Check Minutes For Accuracy 60](#_Toc444853662)

[Action List 60](#_Toc444853663)

[Review the meeting 61](#_Toc444853664)

[Formative Assessment 61](#_Toc444853665)

[Final Formative Assessment 62](#_Toc444853666)

FORMATIVE ASSESSMENT WORKBOOK

Formative Assessment 1

You are the secretary to the Chief Editor of Writers Publications Ltd. The head office is situated at 123 ABC Avenue, Wordsville. You are required to prepare the necessary documents and take minutes at the Annual General Meeting, which will be held at 14.00 on 14 November 20…

1. Draft the notice of the meeting
2. What is the purpose of an agenda?
3. Draft the agenda. For the purpose of this exercise, refer to number 7 below in order to devise a suitable list of agenda items.
4. Prepare an attendance register
5. Why and to whom will you send copies of the notice of meeting and the agenda?
6. Explain the purpose of minutes
7. Prepare the minutes. The following are the notes you took at the meeting.
8. Prepare a distribution list
9. Prepare an attendance register
10. Draw up a check list for the next meeting. Ensure that you include all the physical requirements as well as all the paperwork in you checklist indicate which duties you will perform and which duties your secretary will perform. Add a Due By date and leave space to tick off completed items. Below is an example of a checklist, but you can draw up your own:

|  |  |  |  |
| --- | --- | --- | --- |
| **Action** | **Whose Responsibility** | **Due by** | **Completed** |
|  |  |  |  |

AGM 14 November 20…

Present: A Book (Chairman), B Page (Chief Editor), M Publish (Assistant Editor), C Words (Financial Editor), L Proof (Publications Editor), S Read (Human Relations Director), Y Letter (Secretary)

Apologies: W Press (in hospital)

Absent: None

Items

1. New premises: contractors appointed, construction to start early January, estimated time of completion end March; interior decorators not yet appointed, Financial Editor to select contractor and appoint before 1 March. Occupation to take place at end of March. Secretary to coordinate same with Office Removals Company. During second week of March, she must advise all staff to prepare to move.
2. Financial: Financial Editor presented Publications Budget, approved by all.
3. .Proposed Publications: Publications Editor submitted list of five major works and twenty lesser titles for publication. Meeting felt there were too many lesser titles, should be no more than ten. List was discussed – five titles removed for possible publication the following year. Chairman suggested fifteen would be manageable. All agreed.
4. Staff Appointments: Human Relations Director advised that staff in certain departments are overworked, additional staff to be recruited. General discussion followed. Number of new appointments to include: HR – two, Publishing Dept. – four, Admin – three, Maintenance – two, Finance – two, total -10. Secretary to investigate suitable employment agencies – liaise with HR Director – set up interviews for first week of December – new staff start work on 3 January. All agreed.
5. Date of next meeting: second week of November 20…; final date to be confirmed by end September.
6. Any other business: Chief Editor requested company should close for annual leave on 20 December, not 15th, due to unexpected high volume of work to be completed. Perhaps new work year could start two days later. General discussion followed. M Publish proposed annual closure on 19 December, restart 12 January, seconded – HR Director

Formative Assessment 2

Hold a thirty-minute meeting on the subject of managing meetings. Participants must prepare in advance and contribute constructively to the meeting. Some members of the group must observe the meeting and judge each person on their contribution.

* Select a chairman
* Select a secretary
* Draw up an agenda and circulate among the members
* Conduct the meeting. Al the members must take minutes

Once the meeting is over, participants will be asked to evaluate its success according to the following questions:

* Was the meeting really necessary?
* Did everyone contribute to the meeting?
* Were decisions made?
* Was the procedure for making decisions followed?
* Did the meeting start on time?
* Did the meeting finish on time?
* What were the objectives of the meeting?
* Could individuals have been better prepared?
* What destructive forces were present during the meeting?
* Is everyone clear about the follow-up actions?
* Was an agenda circulated beforehand?
* Were the items on the agenda followed?
* Was an attendance register prepared?

In groups, compare the minutes of the meeting as written down by each member.

Formative Assessment 3

* During the previous Formative Assessment you held a meeting and I am sure there was some form of conflict.
* Define the conflict that took place, who were involved, how was the conflict resolved?
* What would you have done differently to resolve the conflict?

Formative Assessment 4

* Refer back to the conflict that was discussed during the previous formative assessment. In a group, discuss the conflict again. Follow the steps to resolve conflict as detailed in the module about teamwork and note your conclusions with each step.
* Did the process as detailed help you to find a better solution to the conflict? Write at least two paragraphs about the process and how it helped you to see the other person’s point of view and come to a solution that suited everyone.

Formative Assessment 5

* In a group, discuss the minutes taken by each member of the meeting. How similar are the minutes? How many differences were there?
* Then, in a group, redraft the minutes so that everyone agrees with the content. Ensure that you have a copy of the minutes for your own records.
* Draw up an action list of who has to do what.

Final Formative Assessment

|  |  |
| --- | --- |
| **Specific Outcome 1: Prepare for a meeting :**  **Physical arrangements required for a meeting are listed and an indication is given of who is responsible for making the necessary arrangements** | |
| List four physical arrangements that are required for a meeting | 4 |
| Who will usually make these arrangements? | 1 |
|  | |
| Why should you check that the physical arrangements are in order? | 1 |
|  | |
| List the documents that have to be prepared for a meeting | 3 |
|  | |
| What is the purpose of an agenda? | 1 |
|  | |
| * What is the purpose of minutes of a meeting? | 1 |
|  | |
| List three duties that a chairman has to perform | 3 |
| **Specific Outcome 2: Conduct a meeting**   * **A meeting of a selected group is convened and conducted according to a pre-planned agenda** * **Committee procedures are followed based on the standing procedures of an organisation or agreed guidelines** * **Opportunities are created to allow maximum participation by people attending the meeting Discussions are summarised to facilitate recording and to clarify proposed action** | |
| During one of the formative assessments you were requested to conduct a meeting. Who was elected chairman? | 1 |
| Who was selected secretary? | 1 |
| Did the meeting start on time? | 1 |
| Did the meeting finish on time? | 1 |
| How many members contributed to the meeting? | 1 |
| How many members did not contribute? | 1 |
| Attach a copy of the agenda. | 1 |
| Were the items on the agenda followed in the order they appeared? Motivate your answer. | 2 |
| **Specific Outcome 3**: **Demonstrate strategies to deal with conflict in a meeting**   * **Situations that could be a potential source of conflict are identified and possible strategies to diffuse conflict are suggested with reference to attitude of member, topic, positions adopted by people, language and tone** * **Strategies for resolving conflict at a meeting are demonstrated in role play for three different scenarios.** |  |
| During Formative Assessment 5 the group once again discussed the conflict that arose from the meeting in Formative Assessment 3. You were requested to follow the steps as outlined in the learner guide to resolve the conflict and make notes about the conclusions at each step. Attach your notes. | 7 |
| You were also requested to write at least two paragraphs about the process and how it helped you to see the other person’s point of view and come to a solution that suited everyone. Attach your written piece. | 3 |
| **Specific Outcome 4: Follow up on a meeting**   * **Minutes are checked for accuracy prior to distribution** * **The meeting is reviewed and suggestions for improvement are made to enhance the effectiveness of future meetings** | |
| Why should minutes be checked for accuracy and completeness? | 2 |
|  | |
| Why should an action list be drawn up? | 2 |
| **TOTAL** | **(37)** |

PERSONAL INFORMATION

|  |  |
| --- | --- |
| **NAME** |  |
| **CONTACT ADDRESS** |  |
|  |
| **Code** |  |
| **Telephone (H)** |  |
| **Telephone (W)** |  |
| **Cellular** |  |
| **Learner Number** |  |
| **Identity Number** |  |
|  | |
| **EMPLOYER** |  |
| **EMPLOYER CONTACT ADDRESS** |  |
|  |
| **Code** |  |
| **Supervisor Name** |  |
| **Supervisor Contact Address** |  |
|  |
| **Code** |  |
| **Telephone (H)** |  |
| **Telephone (W)** |  |
| **Cellular** |  |

INTRODUCTION

#### Welcome to the learning programme

Follow along in the guide as the training practitioner takes you through the material. Make notes and sketches that will help you to understand and remember what you have learnt. Take notes and share information with your colleagues. Important and relevant information and skills are transferred by sharing!



This learning programme is divided into sections. Each section is preceded by a description of the required outcomes and assessment criteria as contained in the unit standards specified by the South African Qualifications Authority. These descriptions will define what you have to know and be able to do in order to be awarded the credits attached to this learning programme. These credits are regarded as building blocks towards achieving a National Qualification upon successful assessment and can never be taken away from you!

Structure

### Programme methodology



The programme methodology includes facilitator presentations, readings, individual activities, group discussions and skill application exercises.

Know what you want to get out of the programme from the beginning and start applying your new skills immediately. Participate as much as possible so that the learning will be interactive and stimulating.

The following principles were applied in designing the course:

* Because the course is designed to maximise interactive learning, you are encouraged and required to participate fully during the group exercises
* As a learner you will be presented with numerous problems and will be required to fully apply your mind to finding solutions to problems before being presented with the course presenter’s solutions to the problems
* Through participation and interaction the learners can learn as much from each other as they do from the course presenter
* Although learners attending the course may have varied degrees of experience in the subject matter, the course is designed to ensure that all delegates complete the course with the same level of understanding
* Because reflection forms an important component of adult learning, some learning resources will be followed by a self-assessment which is designed so that the learner will reflect on the material just completed.

This approach to course construction will ensure that learners first apply their minds to finding solutions to problems before the answers are provided, which will then maximise the learning process which is further strengthened by reflecting on the material covered by means of the self-assessments.

#### Different role players in delivery process

* Learner
* Facilitator
* Assessor
* Moderator

### What Learning Material you should have

This learning material has also been designed to provide the learner with a comprehensive reference guide.

It is important that you take responsibility for your own learning process; this includes taking care of your learner material. You should at all times have the following material with you:

|  |  |
| --- | --- |
| **Learner Guide** | **This learner guide is your valuable possession:**  This is your textbook and reference material, which provides you with all the information you will require to meet the exit level outcomes.  During contact sessions, your facilitator will use this guide and will facilitate the learning process. During contact sessions a variety of activities will assist you to gain knowledge and skills.  Follow along in the guide as the training practitioner takes you through the material. Make notes and sketches that will help you to understand and remember what you have learnt. Take and share information with your colleagues. Important and relevant information and skills are transferred by sharing!  This learning programme is divided into sections. Each section is preceded by a description of the required outcomes and assessment criteria as contained in the unit standards specified by the South African Qualifications Authority. These descriptions will define what you have to know and be able to do in order to be awarded the credits attached to this learning programme. These credits are regarded as building blocks towards achieving a National Qualification upon successful assessment and can never be taken away from you! |
| **Formative Assessment Workbook** | The Formative Assessment Workbook supports the Learner Guide and assists you in applying what you have learnt.  The formative assessment workbook contains classroom activities that you have to complete in the classroom, during contact sessions either in groups or individually.  You are required to complete all activities in the Formative Assessment Workbook.  The facilitator will assist, lead and coach you through the process.  These activities ensure that you understand the content of the material and that you get an opportunity to test your understanding. |

### Different types of activities you can expect

To accommodate your learning preferences, a variety of different types of activities are included in the formative and summative assessments. They will assist you to achieve the outcomes (correct results) and should guide you through the learning process, making learning a positive and pleasant experience.



The table below provides you with more information related to the types of activities.

| **Types of Activities** | **Description** | **Purpose** |
| --- | --- | --- |
| **Knowledge Activities** | You are required to complete these activities on your own. | These activities normally test your understanding and ability to apply the information. |
| **Skills Application Activities** | You need to complete these activities in the workplace | These activities require you to apply the knowledge and skills gained in the workplace |
| **Natural Occurring Evidence** | You need to collect information and samples of documents from the workplace. | These activities ensure you get the opportunity to learn from experts in the industry.  Collecting examples demonstrates how to implement knowledge and skills in a practical way |

### Learner Administration



#### Attendance Register

You are required to sign the Attendance Register every day you attend training sessions facilitated by a facilitator.

#### Programme Evaluation Form

On completion you will be supplied with a “Learning programme Evaluation Form”. You are required to evaluate your experience in attending the programme.

Please complete the form at the end of the programme, as this will assist us in improving our service and programme material. Your assistance is highly appreciated.

### Assessments

The only way to establish whether a learner is competent and has accomplished the specific outcomes is through the assessment process. Assessment involves collecting and interpreting evidence about the learners’ ability to perform a task.

To qualify and receive credits towards your qualification, a registered Assessor will conduct an evaluation and assessment of your portfolio of evidence and competency.

This programme has been aligned to registered unit standards. You will be assessed against the outcomes as stipulated in the unit standard by completing assessments and by compiling a portfolio of evidence that provides proof of your ability to apply the learning to your work situation.



**How will Assessments commence?**

#### Formative Assessments

The assessment process is easy to follow. You will be guided by the Facilitator. Your responsibility is to complete all the activities in the Formative Assessment Workbook and submit it to your facilitator.

#### Summative Assessments

You will be required to complete a series of summative assessments. The Summative Assessment Guide will assist you in identifying the evidence required for final assessment purposes. You will be required to complete these activities on your own time, using real life projects in your workplace or business environment in preparing evidence for your Portfolio of Evidence. Your Facilitator will provide more details in this regard.

To qualify and receive credits towards your qualification, a registered Assessor will conduct an evaluation and assessment of your portfolio of evidence and competency.

### Learner Support

The responsibility of learning rests with you, so be proactive and ask questions and seek assistance and help from your facilitator, if required.



Please remember that this Skills Programme is based on outcomes based education principles which implies the following:

* You are responsible for your own learning – make sure you manage your study, research and workplace time effectively.
* Learning activities are learner driven – make sure you use the Learner Guide and Formative Assessment Workbook in the manner intended, and are familiar with the workplace requirements.
* The Facilitator is there to reasonably assist you during contact, practical and workplace time for this programme – make sure that you have his/her contact details.
* You are responsible for the safekeeping of your completed Formative Assessment Workbook and Workplace Guide
* If you need assistance please contact your facilitator who will gladly assist you.
* If you have any special needs please inform the facilitator

### Learner Expectations

Please prepare the following information. You will then be asked to introduce yourself to the instructor as well as your fellow learners



|  |
| --- |
| Your name: |
|  |
|  |
| The organisation you represent: |
|  |
|  |
| Your position in organisation: |
|  |
|  |
| What do you hope to achieve by attending this course / what are your course expectations? |
|  |
|  |
|  |
|  |
|  |

UNIT STANDARD 242816

#### Unit Standard Title

Conduct a structured meeting

#### NQF Level

4

#### Credits

5

#### Purpose

This unit standard introduces the junior manager to the preparation and procedures required in conducting a structured meeting to ensure that objectives are achieved.

#### Learning assumed to be in place

Learners should be competent in Communication and Mathematical Literacy at NQF Level 3

#### Unit standard range

* Documentation includes, but is not limited to, notice of meeting, agenda, records of previous meeting and any other supporting information to support decision making and problem solving
* Physical arrangements for meetings include, but are not limited to, printing, venue, refreshments and equipment needed
* Area of responsibility includes, but is not limited to, cost centre, section, department or team
* Junior managers include, but are not limited to, team leaders, supervisors, foremen and section heads
* Standard Operating Procedures (SOPs) may comprise formal written documents or accepted practices in the organisation
* Organisation includes but is not limited to, workplace, work context, work unit, company, department or section

#### Specific Outcomes and Assessment Criteria

**Specific Outcome 1:** Prepare for a meeting

**Assessment Criteria**

* Physical arrangements and attendees required for a meeting are identified and a checklist is prepared and actioned in terms of Standard Operating Procedures.
* The purpose of an agenda, the expected outcomes of the meeting, the process of placing items on the agenda and the roles of participants are explained in terms of Standard Operating Procedures
* The purpose of recording a meeting is explained according to Standard Operating Procedures
* Documents required for a meeting are checked for accuracy and completeness and distributed, according to Standard Operating Procedures
* Minutes of the previous meeting are checked for accuracy and completeness

**Specific Outcome 2**: Conduct a meeting

**Assessment Criteria**

* A meeting is conducted according to a preplanned agenda, and/or Standard Operating Procedures
* Opportunities are created to allow effective participation by people attending the meeting
* Discussions are summarised and recorded to indicate proposed action, completion date and person responsible

**Specific Outcome 3**: Demonstrate techniques to deal with differing views during a meeting

**Assessment Criteria**

* Identify techniques to overcome potential lack of progress due to differing opinions during the meeting according to recognised theory and practice
* A technique is used to create progress in a meeting according to recognised theory and practice
* Techniques include, but are not limited to, summarising, redirecting, paraphrasing, rephrasing, gate keeping and repeating

**Specific Outcome 4**: Distribute records for a meeting

**Assessment Criteria**

* Records are compiled in such a way to enable the decisions of a meeting to be implemented
* Records are checked to ensure that they are an accurate reflection, prior to distribution
* The meeting is reviewed and suggestions for improvement are made to enhance the effectiveness of future meetings

#### Critical Cross-field Outcomes (CCFO)

* Learners are able to collect, organise and evaluate information when preparing for a meeting
* The learner is able to collect, organise and critically evaluate information by ensuring that the required documentation is collated for a meeting
* Learners are able to communicate effectively and responsibly while conducting a meeting.
* Learners are able to demonstrate an understanding of the world as a set of related systems recognising how to deal with differing viewpoints while conducting a meeting

PREPARE FOR A MEETING

#### Outcome

Prepare for a meeting

#### Assessment criteria

* Physical arrangements and attendees required for a meeting are identified and a checklist is prepared and actioned in terms of Standard Operating Procedures.
* The purpose of an agenda, the expected outcomes of the meeting, the process of placing items on the agenda and the roles of participants are explained in terms of Standard Operating Procedures
* The purpose of recording a meeting is explained according to Standard Operating Procedures
* Documents required for a meeting are checked for accuracy and completeness and distributed, according to Standard Operating Procedures
* Minutes of the previous meeting are checked for accuracy and completeness

Physical Arrangements For A Meeting

Meetings are an integral part of life today. Without meetings, how would

* Departments communicate with each other
* we communicate with each other
* We share problems
* Resolve conflict

Not everyone attends meetings regularly, but consider the following: a typical supervisor spends more than 25% of their time in meetings, while middle to upper level management will often spend more than 40% of their time in meetings.

Whether meetings are used as a management tool, an instrument of government or a forum of friends, they provide the means to make informed decisions. The format of the meeting should allow the participants the opportunity to:

* Share information
* Resolve a problem
* Make suggestions
* Express criticism
* Express opinions

There are five steps to effective meetings:

* **Planning**: what are the objectives of the meeting?
* **Pre-notification**: keep the other attendees informed
* **Preparation**: the physical arrangements and the paperwork, such as the agenda
* **Processing**: structure the discussion of each item on the agenda. Allocate time for the discussion of each item, so that you have a guideline about the length of time the meeting will take
* **Putting it on record**: the decisions and action points should be summarised afterwards

Normally the secretary or one of the clerks will be responsible for making the arrangements for a meeting, both the physical arrangements as well as arranging all the paperwork.

### Physical arrangements

Which physical arrangements would you need for a meeting?

* A venue. Usually the venue has to be booked in order for it to be available
* Table
* Chairs
* OHP or PC and projector, if a visual presentation is to be given. You have to determine beforehand what equipment is available and whether it is in working order
* White board and pens and/or flipchart for making notes
* Coffee and tea
* Are bathroom facilities available?
* Is the lighting adequate?
* Note paper and pens or pencils for the attendees
* Are the electrical plugs in a working condition?

Paperwork related to a meeting

The following are typical of most meetings:

* Notice of Meeting: sent out before the meeting
* Agenda: sent out before the meeting
* Minutes of the Meeting: minutes of the previous meeting are sent out before the next meeting takes place
* Attendance register: prepared beforehand and completed at the meeting
* Distribution List

### Notice of Meeting

Before the meeting takes place, notices have to be sent out. The **Notice of Meeting** is a written invitation and reminder to attend a company meeting. This must be sent out in time so that all the members can attend the meeting, usually not more than three weeks and not less than two weeks before the meeting. If the date was set at the previous meeting, the notice could be sent up to one week before the meeting.

The notice can take the form of a short letter or memorandum.



**COMPANY LETTERHEAD**

Date

Name and address of member

Dear XXX

The next meeting of the Board of Directors of the above company will be held on Friday 14 November 20… at 10.00, in the head office Boardroom at the above address.

Yours truly,

Nomisa Berry

Personal Assistant to Mr T. Sand

Managing Director

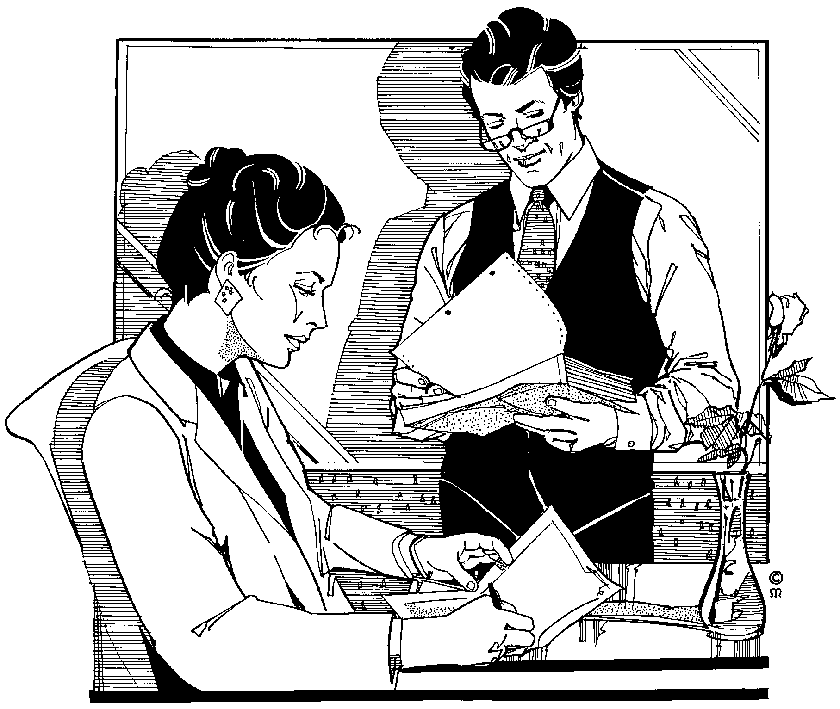
### Agenda

The Agenda is a list, or programme of the items of business to be discussed at a meeting. The items of business are set out in the order in which they are to occur.

Setting the agenda is a crucial task, as it defines the boundaries of the discussion that will proceed during the course of a meeting. A carefully prepared and managed agenda will keep the group focused on achieving the desired outcomes. It can serve as a route map of the meeting that everyone can refer to.

In theory, the Chairman of the meeting draws up the Agenda, but in practice the Secretary usually does this. The Chairman must still agree the Agenda before it is distributed

#### Refer to the following when drawing up an agenda:

* Minutes of the previous meeting: for any unfinished business left over from the previous meeting, called matters arising.
* Propositions received: who wants to add items to the Agenda
* Correspondence: which may relate to the previous or the coming meeting
* Action taken following the previous meeting

These sources of information will help you derive the main items of business for the Agenda.

#### Information that must appear on the Agenda

* Title, date, time and place of the meeting
* Apologies for absence
* Minutes of the previous meeting
* Matters arising from the previous meeting (Unfinished business)
* Other items to be discussed and decided
* Any other business
* Date, time and place of the next meeting

BD18210_Always ensure that the Agenda is neat and well laid out. Write in a clear, concise style, check grammar, punctuation and spelling. You can even ask a colleague to review your draft and make suggestions for improvement.

#### Items that may appear regularly on the Agenda:

* Minutes of the previous meeting
* Matters arising from the previous meeting’s minutes
* Date of the next meeting
* General – can also be called any other business
* Closure of the meeting

#### General notes regarding Agendas

* Next to each item on the agenda, briefly describe what is to be discussed so that its purpose is clear to member who will be attending the meeting.
* The Agenda should be kept as short as possible, it should be consistent (reliable), and unambiguous (clear, no double meanings)
* Any relevant additional papers should accompany the Agenda and they should be clearly referred to in the Agenda. These are known as Agenda papers.
* When drawing up the Agenda, think about what information can be presented in the form of appendices, such as additions and attachments, and agenda papers, rather than having lengthy description in the Agenda itself.

### Combined Notice of Meeting and Agenda

It is quite usual to circulate the notice and the agenda as one document. This saves time and costs.



**COMPANY LETTERHEAD**

The next meeting of the Board of Directors of the company will be held on Friday 12 November 20… at 10.00, in the head office Boardroom at the above address.

**Notice of Meeting and Agenda**

1. Apologies for absence
2. Minutes of previous meeting
3. Matters arising from previous minutes
   1. Minute no. 4 should be amended as follows: for Mr. K Sand read Mr T Sand
   2. Minute no. 7 – Annual General Meeting.

The Chairman confirmed by e-mail correspondence that the Annual General Meeting will be held in the head office boardroom.

1. Blue Investment: Managing Director, P Pumpkin, to report on investment options resulting from recent trip to New York.
2. Date of the next meeting
3. Any other business

#### Layout of the Agenda

The layout of the Agenda is very important, as the order of the Agenda normally determines the order that discussions will take place in during the meeting.

The Agenda will usually appear on an official letterhead. The heading of the Agenda should answer the questions: “who, where and when”:



**THE NEXT TRAINING COMMITTEE MEETING WILL TAKE PLACE IN THE BOARDROOM ON WEDNESDAY 17 JUNE 2---- AT 10:00 AM**

1. Apologies for absence
2. Minutes of the last meeting. Copy of minutes attached Addendum A
3. Matters arising. See copy of minutes.
4. Annual WSP due date. Update from SETA attached. Addendum B
5. Annual Training plan due date. Update from SETA attached. Addendum C
6. Training progress report. Report attached. Addendum D
7. Learnership progress report. Report attached. Addendum E
8. New learnerships registered. List attached. Addendum F
9. Training providers. Updated list attached. Addendum G
10. General
11. Next meeting date
12. Adjournment

#### Explanatory Notes

|  |  |  |
| --- | --- | --- |
| **Agenda Item** | | **Explanation** |
| 1. | Apologies for absence | Having declared the meeting open, the chairman will announce any apologies from members unable to attend the meeting |
| 2. | Minutes of the last meeting. Copy of minutes attached Addendum A | The chairman will ask members if there are any corrections. After making the necessary corrections, the minutes are signed as being a true record of the meeting. |
| 3. | Matters arising. See copy of minutes | In this section, any developments arising from the previous meeting will be discussed. |
| 4. | Annual WSP due date. Update from SETA attached. Addendum B | This item will be discussed by the members concerned and a plan of action will be drafted, if required, with tasks allocated to members where necessary. |
| 5. | Annual Training plan due date. Update from SETA attached. Addendum C | As above. |
| 6. | Training progress report. Report attached. Addendum D | The training report will be discussed and corrective action steps noted where applicable. |
| 7. | Learnership progress report. Report attached. Addendum E | As above |
| 8. | New learnerships registered. List attached. Addendum F | New learnerships will be discussed. Possible points of discussion could be which learnerships will be appropriated to the organisation and which employees will be eligible for the learnerships. |
| 9. | Training providers. Updated list attached. Addendum G | The possibility of using new training providers, as well as their company profiles could be discussed here. |
| 10. | General | This is the opportunity for members to raise additional matters for discussion. |
| 11. | Next meeting date | Announcement of the date for the next meeting. |
| 12. | Adjournment |  |

### Distribution Lists

#### When should minutes of a meeting be sent out to the members?

The minutes of a meeting should be distributed (sent) to the concerned parties as soon as possible after the meeting, preferably within two or three days after the meeting:

* So that they can action (do) the tasks required of them in time for the next meeting
* So that they have the information contained in the meeting regarding resolutions and decisions as soon as possible after the meeting. Some resolutions and decisions can influence their work and decision-making directly and they therefore need the information as quickly as possible.
* So that people who did not attend the meeting, but whose work and decision-making is influenced by the resolutions and decisions taken at the meeting, have the information as soon as possible. If they do not receive the information on time, it could happen that they carry out their work in the old way, therefore not following company procedure, and they can get into trouble.
* People who were absent from the meeting also need the minutes as soon as possible, for the reasons stated above and also in case some resolutions or decisions were taken that contravene company policy.

#### Who do you send the minutes of a meeting to?

Until you are familiar with the procedures in the organisation, you will have to request a list of recipients of minutes from your manager, so that you know who to send the minutes to.

A distribution list is used to send the minutes of the meeting to the recipients, who could be:

* All staff members who attended the meeting
* Those members who were absent
* At times, to staff who are required to do something related to the meeting even though they did not attend the meeting or do not normally attend the meetings. This could be a secretary or admin clerk working in the department of a manager who did attend the meeting and has been allocated a task that has to be carried out as noted in the meeting. The manager would not do the task himself, but would require on of his staff members to action the task, and therefore that person should also receive a copy of the minutes in order to know the details of the task. If the organisation you work for, requires this to happen, your manager will usually advise you to send the specific admin clerk or secretary a copy as well.
* People who need to know the contents of the meeting, even though they do not normally attend the meetings. This could be the branch manager, the managing director of the company, a departmental manager from another department. These people would not be required to attend the meetings but need the information contained in the minutes.

#### Format of the distribution list

The purpose of the distribution list is to:

* Ensure that everybody who should receive a copy of the minutes does receive one
* Ensure that everyone who does receive a copy of the minutes signs in acknowledgement of receipt

Typically, the distribution list would be done on an internal company letterhead, with the details of the minutes as the header. Then will follow a list of people who should receive the copies, with space provided for their signatures as well as the date they received the minutes.



**COMPANY LETTERHEAD**

DISTRIBUTION LIST FOR MINUTES OF TRAINING MANAGEMENT MEETING HELD ON 17 JUNE 20… AT 09.30

Recipients:

|  |  |  |  |
| --- | --- | --- | --- |
| **Designation** | **Name** | **Date Received** | **Signature** |
| Chairman | Jay Naidoo |  |  |
| Vice-Chairman | Anne Smith |  |  |
| Secretary | Diane Kelsey |  |  |
| Manager Sales Department | Brian Wood |  |  |
| Despatch Manager | Kurt Khoza |  |  |
| Office Manager | Sally Mahlangu |  |  |
| Training Manager | Nina Brown |  |  |

### Attendance Register

Draw up an attendance register. Each member must sign this as proof of his/her physical presence at the meeting.



**Business College**

**Training Committee Meeting**

held in the boardroom

on Wednesday 17 June 2- at 10:00 am

Attendance Register

|  |  |
| --- | --- |
| **Member** | **Signature** |
|  |  |
|  |  |
|  |  |
|  |  |

### Importance of Minutes

The secretary usually takes the minutes of the meeting, however, these days this job can be handed to just about any member of the meeting. Producing the minutes of a meeting could possibly be the most demanding task a secretary or office clerk will have to perform.

* This document is called ‘minutes’, because it is a minute-by-minute record of procedures taking place at the meeting.
* The minutes must be an accurate record of the meeting’s business. Members will read them carefully, looking for potential errors, slights or inaccuracies.
* The person taking the minutes must appreciate the value of discretion. Many people will say things in the heat of the moment that are later regretted. These comments are normally not recorded verbatim.
* Minutes serve as a reminder of responsibility and tend to encourage courteous behaviour on the part of committee members.
* Furthermore, minutes form the recorded and legal history of the organisation and can always be referred back to, so they can also be used as a source of reference.
* The minutes of a meeting provide a vital function in an organisation. An accurate and ongoing set of minutes provides a source of reference and confirms approval for action taken.
* The minutes also prevent democratically made decisions being overlooked or “railroaded” into oblivion by more determined personalities.
* Minutes can also be used to resolve conflict, as they form a permanent record of decisions that were taken.

### Purpose of minutes

Minutes have three purposes:

* Constitutional: minutes serve as a record of the proceedings of a meeting and are often legally required.
* Executive: minutes often provide the basis for action – somebody has to do something, and the person responsible is named and a due date for the action to be completed is set.
* Progressive: minutes can serve as a basis for developing policy.

****You can sum up by saying that the sole purpose of minutes is the recording and presentation of facts.

### Types of Minutes

#### Resolution minutes

Some types of meeting, those of boards of directors, for example, record only the decision reached, usually after a vote.

The arguments, disagreements, conflicts or lengthy discussions that lead to the decision are not detailed. All the hours of debate that preceded the decision could be reduced to a few brief words:



* 1. RESOLVED: that the company’s Southside branch is closed with immediate effect.

OR

* 1. It was RESOLVED that the company’s Southside branch be closed with immediate effect.



**MINUTES OF THE BUSINESS SYSTEMS BOARD OF DIRECTORS’ MEETING**

Held at the registered offices of Business Systems Ltd on Thursday 16 July 20… at 10:30 am

PRESENT: EA Black Chairman

A Milne Director

J Pillay Director

T Timms Director

N Jones Company Secretary

APOLOGIES: K Frost

1. MINUTES OF THE LAST MEETING

The minutes of the last meeting, previously circulated, were taken as read and signed as a true record

1. MATTERS ARISING

There were no matters arising

1. COMPANY LOGO

It was RESOLVED that the Downtown Advertising Agency be appointed to develop a new company logo as part of the company’s policy to update its corporate image.

1. INTRODUCTION OF FLEXIBLE WORKING HOURS AT HEAD OFFICE

It was RESOLVED that the system of flexible working hours as agreed, be introduced in the company’s head office with effect from 1 September 20…

1. RELOCATION OF REGIONAL OFFICE

It was RESOLVED that the company’s regional office be relocated at 397 Chamberlain Road, Jacobs, Durban. The office to be fully operational by 15 August 20…

1. DATE OF NEXT MEETING

The date of the next meeting of the board of directors was scheduled for Thursday 13 August 20…

Signed:

EA Black

Managing Director

Date:

Some organisations add a **narrative style** to their Resolution minutes. This can be a satisfactory middle course. The resolutions in this type of Minutes will contain two parts:

**The preamble**

And then

**The resolution**



* 1. BOKSBURG DRAINAGE

The Engineer reported that Boksburg Drainage Ltd had completed the first contract for connecting 100 dwellings to main sewerage. They had now submitted a quotation at the same rate for an additional 100 connections and in view of the satisfactory standard of workmanship the Engineer recommended acceptance of this quotation.

RESOLVED: that the quotation referred to be accepted.

#### Narrative Minutes

Narrative minutes tell more of the story of what happened at a meeting and who said what. The main points of the background and discussion leading to a decision are often included and anyone reading minutes of this kind would be able to form a much more detailed picture of what the meeting was about.

Narrative minutes are recorded in reported speech – this means meeting members are referred to in the third person or by the office they hold.

Care must be taken when recording narrative minutes that verb tenses are appropriate and that the time interval between the actual discussion at the meeting and the later recording of the minutes does not lead to confusion.

**He said that he would contact the suppliers next week.**

At the time this statement was made, ‘next week’ was true, but if the minutes were distributed and read a fortnight after the meeting took place, it would no longer be accurate. It is recommended to quote the week as ‘ during the week of 4 to 8 June’ or to use expressions like ‘the following week’.

Voluntary bodies often use narrative minutes – we all enjoy seeing our names in print.

Committee members usually give up their spare time to attend meetings and when they see their contributions and concepts given value by being mentioned in the official record of the proceedings, it enhances their commitment and provides a motivational boost.



**TRIDENT ENGINEERING SOCIAL CLUB**

Minutes of the committee meeting held on Monday 23 April 20… in the clubhouse committee room at 7.30pm.

Present: Greg White Chairman

Kevin Pillay Vice-Chairman

Paul Simpson Secretary

Rita Naidoo Treasurer

1. APOLOGIES John Brown
2. MINUTES OF THE LAST MEETING
3. The Chairman pointed out a typographical error. In item 6 – the figure of R520 should read R250. Members were asked to amend their copies accordingly and the minutes were then approved and signed by the Chairman.

*OR the minutes were approved as amended and signed by the Chairman*

1. MATTERS ARISING FROM THE MINUTES
2. The secretary reported that following the committee’s request, she had written to ACE Industries to ask them if they would be prepared to sponsor the forthcoming sport tournament. A reply was awaited.
3. FINALISING THE SOCCER FIXTURE LIST
4. John French (Fixtures secretary) informed the committee that there were only four fixtures still not arranged. He had spoken to the secretary of Northdene Sport club who had promised to confirm within the week. The fixtures secretary wondered whether the club would wish to meet Ladysmith Sport Club again, in view of the distance and cost associated with the away fixture. It was decided to cancel this match and the fixtures secretary was asked to write an appropriate letter. The chairman requested that the finalised details be sent to the printers before 7 May, so that the information would be available to club members in good time.
5. PROPOSAL TO INCREASE BAR PRICES
6. The chairman referred the committee to the proposal put forward by Rita Naidoo and Sam Mkhize “That the current bar prices be increased by 10% to supplement club funds”. Mr Mkhize advised of a comparative study he had made of prices charged at clubs and public bars in the area, nearly all of which charged prices more than 15% higher than the club’s. Mrs Davis was concerned that the increase might have the opposite effect to the one desired, i.e. causing less people to use the facilities. Miss Naidoo supported the motion, since club funds were down when compared to the same time last year. After a full discussion it was unanimously agreed that club bar prices be increased by 10% with effect from 1 May.
7. Mr Saunders raised the matter of the state of some of the chairs in the club lounge. His wife had cut her leg and torn an expensive skirt because of a splitting chair leg. The chairman asked Mr Saunders if he would make a careful examination of the lounge furniture and report back to the committee at the next meeting. It was agreed that the club would meet the costs of repairs to Mrs Saunders’ skirt.
8. DATE OF NEXT MEETING
9. The next committee meeting was scheduled for Monday 21 May 20…, in the clubhouse committee room at 7.30pm

Signed

Chairman

Date 21 May 20…

#### Action Minutes

In some organisations a compromise between the brevity of resolution minutes and the detail of narrative minutes is reached. Here the proceedings are reported briefly and the name of the person delegated to act on a particular item is entered in a column, usually on the right-hand side of the minutes page, opposite the item itself.

The advantage of such a format is that it is very clear who has undertaken or been asked to perform a specific task. When the minutes are circulated, it is immediately clear to a member whether he is required to take any action in any way, or whether he may read and file the minutes on an ‘information only’ basis.

The use of Action Minutes is very effective in the workplace. Action minutes should be judged carefully when used in the context of a voluntary organisation, as members could feel that they are being coerced and driven rather than wooed and led by the chairman.



**TRIDENT ENGINEERING SOCIAL CLUB**

Minutes of the committee meeting held on Monday 23 April 20… in the clubhouse committee room at 7.30pm.

Present: Greg White Chairman

Kevin Pillay Vice-Chairman

Paul Simpson Secretary

Rita Naidoo Treasurer

|  |  |
| --- | --- |
| 1. APOLOGIES John Brown |  |
| 1. MINUTES OF THE LAST MEETING   The Chairman pointed out a typographical error. In item 6 – the figure of R520 should read R250. Members were asked to amend their copies accordingly and the minutes were then approved and signed by the Chairman. | ACTION |
| 1. MATTERS ARISING FROM THE MINUTES   The secretary reported that following the committee’s request, she had written to ACE Industries to ask them if they would be prepared to sponsor the forthcoming sport tournament. A reply was awaited |  |
| 1. FINALISING THE SOCCER FIXTURE LIST   John French (Fixtures secretary) informed the committee that there were only four fixtures still not arranged. He had spoken to the secretary of Northdene Sport club who had promised to confirm within the week. The fixtures secretary wondered whether the club would wish to meet Ladysmith Sport Club again, in view of the distance and cost associated with the away fixture. It was decided to cancel this match and the fixtures secretary was asked to write an appropriate letter. The chairman requested that the finalised details be sent to the printers before 7 May, so that the  information would be available to club members in good time | Fixtures Secretary |
| 1. PROPOSAL TO INCREASE BAR PRICES   The chairman referred the committee to the proposal put forward by Rita Naidoo and Sam Mkhize ‘That the current bar prices be increased by 10% to supplement club funds”. Mr Mkhize advised of a comparative study he had made of prices charged at clubs and public bars in the area, nearly all of which charged prices more than 15% higher than the club’s. Mrs Davis was concerned that the increase might have the opposite effect to the one desired, i.e. causing less people to use the facilities. Miss Naidoo supported the motion, since club funds were down when compared to the same time last year. After a full discussion it was unanimously agreed that club bar prices be increased by 10% with effect from 1 May. | Treasurer | |
| 1. ANY OTHER BUSINESS   Mr Saunders raised the matter of the state of furniture in the club lounge. His wife had cut her leg and torn an expensive skirt because of a splitting chair leg. The chairman asked Mr Saunders if he would make a careful examination of the lounge furniture and report back to the committee at the next meeting. It was agreed that the club would meet the costs of repairs to Mrs Saunders’ skirt. | Mr Saunders | |
| 1. DATE OF NEXT MEETING   The next committee meeting was scheduled for Monday 21 May 20…, in the clubhouse committee room at 7.30pm |  | |

Signed:

Chairman

Date: 21 May 20…

#### Verbatim Minutes

This style of minutes is used when every word spoken has to be recorded, e.g. in court or in parliament. Verbatim means ‘word for word’.

We are now going to compare two examples of articles published in The Times of 1 February 1972, of an incident that took place in the English parliament.



Miss Bernadette Devlin, arms flailing and fists flying, launched herself across the House of Commons today in an attack on the Home Secretary, Mr Maudling, as that normally unflappable minister was answering questions on the events in Northern Ireland at the weekend.

Mr Maudling’s glasses were sent flying as the diminutive mini-skirted MP for Mid-Ulster threw herself at the government front bench. The Home Secretary had already been called a liar several times by Miss Devlin, but words, for once, appeared to fail her as she was about to embark on another verbal attack. “That murdering hypocrite” was all that could be heard above the uproar as she took off from her seat on the Opposition back benches…

As she leapt on the Home Secretary, one flying elbow caught Mr Heath who was sitting beside Mr Maudling. The latter seemed to make little to defend himself except to throw up his arms to protect his face.

Finally, Miss Devlin, her long dark tresses flying, was carried from the chamber by MP’S. To the astonishment of all, she returned a few minutes later and defiantly resumed her seat.



A subsequent report quoted Miss Devlin thus:

My only regret is that I didn’t seize Mr Maudling by the throat while I had the change. I was not allowed to have my say on the brutal murder of thirteen people yesterday. Is walked up to Mr Maudling and hit him across the face as hard as I could with my fist. I was cold and calm and the blow was a calculated one. I did not lose my temper.

The official record of parliamentary proceedings gives a very different picture of the matter. This is a genuine example of Verbatim Minutes:



Miss Devlin: On a point of order, Mr Speaker

Mr Speaker At the end of the statement, please. I should like the Right Honourable gentleman to finish his statement.

Miss Devlin Is it in order for the Minister to lie to this House?

Mr Speaker Order …

Miss Devlin On a point of order, Mr Speaker. That is the second time the Minister has stood up and lied to the house. Nobody shot at the paratroops, but somebody will shortly.

Mr Speaker That is not a point of order…

Miss Devlin On a point of order, I am the only person in this House who was present yesterday when, whatever the facts of the situation might be said – *(Interruption) Shut* up! I have a right, as the only representative of this house who was an eye-witness, to ask a question of this murdering hypocrite –

Honourable Members Order!

Miss Devlin I will ask him a question –

Mr Speaker Order. The Honourable Lady has no such right. She has that right only if she is called by me.

Miss Devlin rose *- (Interruption)*

****The term **interruption**, shown in parentheses, indicates that there was a confused blur of sound.

Verbatim minutes are not often used in the workplace.

### Presentation Of The Minutes

#### **Style**

The sole purpose of minutes is the recording and presentation of facts. The style of writing should be precise and accurate.

#### **Use of names**

In the general body of the minutes, names are normally omitted. However, there are occasions when they could be included, as follows:

**List of members present**

This list is usually headed by the Chairman’s name, with the other names following in alphabetical order of surname:

Present: W Black Chairman

J Blue

C Green

Y Orange

B Red

A Yellow Secretary

**Apologies for absence**

It is very important to record the names of the members who cannot attend and send in their apologies before the meeting. This is to ensure they retain their seats, or the right to attend further meetings. These names are listed under the heading of Apologies. Members who do not attend and fail to send advance notice that they will not be able to attend, are listed under the heading of Absent.

Any member whose name appears under Absent three times will lose his/her seat at the meeting. Board members can be voted off the Board for the same reason.

Absentees are listed in the same way as those present – alphabetically, according to surname:

Absent with apologies Apologies T Pink

R Violet

D White

Absent without apologies Absent Q Lime

S Orange

**Elections**

Record the names of persons elected to office (positions on the Board of Directors, or similar)

**Resolutions**

Names of proposers and seconders are often included. Proposers are persons who put names or suggestions forward, i.e. offered names or suggestions for consideration. Seconders are persons confirm the names and suggestions put forward by the proposers.



It was proposed by Mr J Blue, seconded by Y Orange, that: ‘the meeting should adopt the secretary’s report without amendment”. The motion was carried unanimously.

The last sentence in this item means that nobody was against the resolution, i.e. everybody agreed. If some disagree, but the majority are in favour, the term Resolved may be used instead. Resolved means agreed.

The resolution could be recorded in even simpler terms and without using names, for example:



The Secretary’s report was received and unanimously adopted without amendment.

**Action**

The names of those who have agreed to perform duties or take certain actions will either be minuted or included in a separate action column.

**Layout**

The layout of minutes is similar to that of reports. There should be a heading, followed by details of time, date and venue of the meeting. These details appear on the cover page of the minutes, if one is used. They are repeated on the first page, followed by the lists of members present at the meeting, the apologies and the absentees. Lastly, the proceedings of the meeting are recorded.

**Numbering**

Minutes can be numbered in one of the following formats:

* Consecutively, starting with number 1 for the first item of each set of minutes
* The first set of minutes is numbered, as described above. The numbering of the second set starts after the last number of the first set, the third starts after the last number of the second set and so on. In other words, if the last item of the first meeting is numbered 7, the first item of the second meeting will be number 8. If it ends with number 19, the third set will start with number 20.

****The advantage of using this method is that no two sets of minutes will have the same numbers.

* The same as described above, except that the numbers run for one year. At the beginning of the New Year, the minutes will again start with number 1.

Minute items usually follow the same order as that used for the agenda of the meeting, except in the case of Matters Arising.

**Any Other Business**

Although this item may appear on the agenda, it should not appear as a heading in the minutes. Any discussion under it will be given an appropriate place in the minutes, as a separate and distinct item or items.

The following example illustrates how you could make a note of such discussions then record them as items in the minutes.



|  |  |
| --- | --- |
| **Secretary’s Notes** | **Minutes** |
| 7. AOB  Mr Brown: complaints re canteen prices. Up 20% in 18 months. Beyond a joke.  Mr Green: Still subsidised  Miss Pink: Should complain. Disgraceful.  Chairman: Do you want us to complain formally?  AGREED | 7. Canteen Prices  The attention of the meeting was drawn to the further increase in canteen prices. Although subsidised, they were now 20% higher that eighteen months ago. The meeting agreed that a formal complaint should be made. |
| Mr Green: Tennis in Summer. Can we use local courts again? Plenty of people would like to.  Chairman: Hope so. Ask Sec to enquire. Are we going to hire as an association again?  YES  Chairman: How many nights a week? Which months?  Miss Pink: One enough – didn’t use two most of last year.  Mr Green: Yes, we did – except for August.  Chairman: Shall we try for two then.  YES | 8. Use of tennis courts  The secretary was asked to enquire about the possibility of the association hiring the Park tennis courts for two nights a week for months of May to September inclusive. |

**Repetition**

Discussions at meetings often sway back and forth between agenda items and people sometimes repeating themselves. Pay attention and make notes as this happens, but when you type out the minutes, leave out the repetitive matter and rearrange the discussion to fit logically, under the appropriate headings. Again, follow the order of the agenda.

**Signature and Copies**

Once the minutes have been carefully checked, a draft copy is printed. Give the draft copy to the Chairman for his approval. He may or may not require you to make changes and/or corrections. When these are done and approved, print the minutes. This is regarded as the original version of the minutes. Make a photocopy as per the distribution list, plus three to five extra copies.

The minutes are usually bound.

* If they consist of only a few pages, they could be bound in a folder or simply stapled together.
* If they are bulky, they would be bound in book form, with a spiral or wire binder.

The original version of the minutes becomes the Minute Book copy. At the next meeting, the Minute Book copy is placed before the Chairman. Once the meeting has agreed that the minutes are a true and correct record, the Chairman is authorised to sign them.

### Minute Book

The Minute Book is where the Minute Book copies are filed. The Companies Act makes it a legal requirement to maintain a Minute Book. Ensure that the Minute Book is always stored in a safe place, where the minutes cannot be tampered with.

Formative Assessment

Duties

### Duties Of The Chairman

The Chairman must ensure that:

* A quorum is present. A quorum is the minimum number of persons to be present to make binding decisions. The number of persons to constitute a quorum is laid down in the constitution and these persons have the right to vote and must be present for the duration of the meeting
* The meeting is conducted fairly and in accordance with the rules and regulations as stipulated in the statutes of the organisation, common law and the constitution.
* Matters are dealt with according to their order on the agenda
* All members have the opportunity to speak and that no member dominates a discussion

The chairman also has the following duties:

* He puts motions and amendments to the vote and pronounces the results
* He presents an impartial summary of the discussion before it is voted on
* Makes a decision when a point of order is raised
* Obtains approval for the minutes of the previous meeting
* The Chairman can adjourn the meeting if he thinks it necessary and he also declares the meeting closed at an appropriate time.

### Duties Of The Secretary

The secretary is responsible for the administrative function at a meeting.

These responsibilities include:

* Drawing up the agenda together with the chairman
* Organising the venue where the meeting is to be held
* Distributing notices of the meeting and handling correspondence
* Keeping a membership list
* Ensuring the presence of a quorum throughout the meeting
* Circulating out the minutes of the previous meeting
* Ensuring that the attendance register is signed
* Taking notes from which the minutes are drafted for the Chairman’s approval
* Handling all correspondence.

### Duties Of The Treasurer

The treasurer handles the finances of the organisation in the case of clubs, etc.

He has to report on the state of the finances at least once a year. Depending on the organisation’s rules and procedures, it can be more than annually.

In order to do this, he must institute some form of bookkeeping system, so that he can account for every cent that was received and spent by the organisation.

### Other Office Bearers

Depending on the type of organisation, other office bearers could include:

* **Deputy chairman,** who assists the chairman with the completion of tasks and acts like the chairman at meetings where the chairman cannot be present
* **Assistant secretary** to help the secretary and act as secretary when the secretary cannot be present
* In clubs, you will find numerous office bearers who have to arrange functions, collect information, do purchases and so on. This is also the case with business organisations: in one of the formative Assessments, mention is made of an editor, an assistant editor, financial editor, etc. The duties of these office bearers will be specific, depending on the work they have to do and will be determined by the type of organisation involved. What is important is that office bearers must really try to attend all the meetings since they will probably be requested to give feedback on their activities.

Various meeting terms

### Mandate

A mandate is the authority given to the winner of an election, to carry out the policy as promised in the pre-election manifesto.

The manifesto spells out exactly what the office bearer will do for the voters, the community and the country if elected. Once the official has been elected, he is actually supposed to carry out the promises, but this is not always the case. The best recourse the voters have if the elected official does not carry out the policy as promised, is not to vote for him next time.

### Caucusing and Lobbying

****A caucus can be one of two things:

* When the committee in charge of designing the policy of a political party meet
* A group of people within a larger organisation who share concerns

****Lobbying is when a member or a group of people from a committee or meeting contacts other members outside the meetings in order to influence their decision on issues that will be debated and decided on during the next meeting.

This happens often in politics, but it can also be done in the workplace and in all types of clubs.

It is perfectly legal to try to persuade others to your point of view outside of meetings, in fact, it can save a lot of time. On the other hand, if the other party, who opposes your point of view is not aware of this, it can be a big surprise for them. There is no law that forces you to let the opposition know what you are planning, but it can be considered bad manners and an underhand way of doing things by the people who oppose you. Of course, they can also be busy with lobbying.

As mentioned, lobbying happens all the time in politics and it can be very effective to ensure that your motion is passed, however, when you are in a social or sport club, be careful of doing this for the sake of the harmony of the club.

CONDUCT A MEETING

#### Outcome

Conduct a meeting

#### Assessment criteria

* A meeting is conducted according to a pre-planned agenda, and/or Standard Operating Procedures
* Opportunities are created to allow effective participation by people attending the meeting
* Discussions are summarised and recorded to indicate proposed action, completion date and person responsible

Types Of Meetings

Meetings can perform a wide variety of functions:

### Informative/Advisory

* To give and receive information
* To keep in touch
* To co-ordinate activities
* To record progress towards goals

### Consultative

* To resolve objections
* To involve people in changes taking place or a new course of action
* To get to know people and to build team spirit

### Problem-solving

* To create ideas
* To identify various courses of action
* To get things moving

### Decision-taking

* To generate commitment
* To take decisions
* To share responsibility
* To initiate action

### Negotiating

* To create an agreement or contract
* To find the best solution
* To achieve compromise

### Briefing meetings

* To pass on instructions, in other words to inform

### Consultation meetings

* Regular meetings of management representatives and employees are held to discuss grievances and problems in regard to working conditions

Characteristics of A Meeting

All meetings have certain characteristics in their procedure:

### Debates

In a debate at a meeting:

* Matters must be discussed in the order of the agenda
* The Chairman chooses the speakers, but must ensure that both the supporters and the opponents of a motion may speak
* No discussion should take place unless a motion has been put forward and seconded and speakers must adhere to the point
* After voting on a matter, it may not be discussed again at that meeting, but it can be put on the agenda for the next meeting
* Speakers must address the Chairman and they may only speak once on each motion and once on each amendment

### Motions, Decisions And Amendments

#### Motion

A motion is a proposal that is put forward for consideration. It is usually the desire of a member to have something achieved. If someone objects to this, he can indicate his objection by making a counter-proposal.

#### Decision

A decision is made after a motion has been thoroughly discussed, a vote was taken and the majority of the members have voted for or against the motion. It is called the resolution of the majority and the decision is binding.

#### Amendment

An amendment is a proposal to alter the wording of a motion. It should be properly proposed and seconded: one member of the meeting proposes the amendment and another member seconds the proposal.

### Formal Motion

Is the postponement, end or prevention of the discussion of a motion. Only a member who has not taken part in discussing the matter can put forward a formal motion. The motion must be properly proposed and seconded. This usually happens when a motion has been discussed for some while and it becomes clear that a solution will not be found, then someone who has not taken part in the discussion puts forward a formal motion for the original motion to be discussed at a later stage or to be abandoned.

### Point Of Order

When a violation or deviation for the requirements of the rules takes place, a member of the meeting can put a point of order to the Chairman. The point of order is in the form of a question and it is used to draw attention to irregularities in the proceedings. Members of Parliament use this quite a lot when something is being debated.

### Voting

Once a motion has been thoroughly discussed, the members of the meeting must come to a decision, either in favour of the motion or against the motion. Depending on the type of meeting, any one of the following methods can be followed:

* Verbal: members shout “Yes” or “No” to indicate whether they are for or against the motion. The Chairman will judge the result.
* Division: members in favour of the proposal go to one side of the room and members against move to the other side of the room.
* Raising of hands: those in favour of the motion raise their hands and the hands are counted.
* Ballot voting: each member is given a ballot paper on which to record their secret vote and then the votes are counted.
* Voting by proxy: one member gives another member written permission to vote on his behalf.

Glossary Of Terms

There are certain terms used in meetings and you have to know what they mean. Meeting must always be conducted following the proper procedure, otherwise motions can be declared invalid and a lot of time can be wasted this way.

A glossary is enclosed for your information. Make sure you understand what the terms mean.

|  |  |
| --- | --- |
| **Ad hoc** | When a committee and sometimes a meeting is established for a specific purpose. Once the purpose has been achieved, the business is completed and the committee is dissolved. |
| **Addendum** | An amendment to a motion which adds to the wording of the motion, usually to clarify the meaning of the motion or to limit the effect of the motion. Voting on an addendum is separate to that of the motion. |
| **Adjournment** | After a meeting has begun the Chairman, with the agreement of the members, may put off the rest of the business until another time. Members must receive adequate notice of when the meeting will reconvene. Once the meeting starts again, the agenda of the original meeting is followed. An adjournment is usually called if time is short, tempers are disrupting the business of the meeting, the number of members present drops below the number required for a quorum, or more information is needed before a decision can be taken. This gives members time to calm down or for the necessary information to be collected. |
| **Agenda** | Is a numbered list of points for discussion at a meeting, usually discussed in the order they appear on the agenda. The Chairman can give permission for an item to be discussed out of order by special request. |
| **AGM** | Annual general meeting, when management reports to the shareholders. Social clubs also have AGM’s when a report of the activities of the past year is given to the members of the club. |
| **Amendment** | A proposal to change the wording of a motion |
| **Articles of association** | These are the rules by which a company is run, which will generally include the constitution and conduct of committees |
| **Casting vote** | The Chairman is usually allowed a second vote that is used only when there is an equal number of votes for and against a motion |
| **Committee** | A group of people appointed for a particular function by a larger group |
| **Co-opted** | Members of a committee may vote to co-opt a person on the committee as an extra member, particularly for his expertise. This usually happens when the knowledge and experience of someone outside the committee or meeting members is required. This person is then co-opted to the committee so that he can share his knowledge and experience with the rest of the members. The person who has been co-opted will usually not participate in all the activities of the meeting or the committee, but will leave as soon as his business is finished. |
| **Ex Officio** | This refers to a person who is a member of a committee “by virtue of his office (position) within the company, for example a Head of Department can attend all section meetings. |
| **Honorary** | An office held without salary or fee is an honorary one, and is usually that of Secretary or Treasurer |
| **In attendance** | Persons who attend a meeting who are not committee members are recorded in the minutes as being “in Attendance” |
| **Lie on the table** | If the members of the committee or meeting cannot make a decision but do not wish to drop the motion, the matter is left open and may be included in a later meeting |
| **Motion** | A carefully worded, written proposal given to the Chairman for discussion by the committee. The “proposer” speaks first, followed by the “seconder”. When put to the committee or the meeting, it becomes “the question” and after discussion the proposer can speak again. If approved on voting, the motion becomes a resolution. |
| **Nem com (Nemine contradicente)** | When no votes are cast against a motion, but it is not unanimous as some members abstained, the motion is passed “nem con”. |
| **Out of order** | A member can be ruled out of order if he does not follow the correct procedure. Similarly, an item can be ruled out of order if the correct procedures are not followed. |
| **Point of order** | If a member thinks the rules are not being followed he can raise a point of order. The rules will be checked and a decision made. |
| **Proxy** | A person, usually another member of the committee or the meeting, who has been authorised to attend and vote for an absent member. He will have written permission in the form of the “instrument of proxy” and this form will also record the member’s wishes. |
| **Quorum** | The minimum number of persons who must attend a meeting to make it valid and any decision binding. This number is given in the rules and will vary between committees and organisational meetings. |
| **Resolution** | When a motion has been approved it becomes a resolution and is binding on the committee. |
| **Rider** | Extra wording added to a resolution after it has been passed. The rider must be proposed, seconded and put to the vote. |
| **Sine die** | When an adjournment of the meeting or committee is indefinite, in other words no date or time is given for the continuation of the business of the meeting, it is referred to as sine die |
| **Standing orders** | These are the rules by which an organisation or society should be run. It is also called the constitution |
| **Ultra vires** | This term describes a function or decision that is outside the power of the committee or a person |
| **Unanimous** | When all members vote for a motion and there are no abstentions, the decision is unanimous |

How To Chair A Meeting

A chairman is elected, usually at the AGM, to preside at meetings. If the chairman is unable to attend a meeting, the vice-chairman will preside. If neither the chairman not the vice-chairman is available, the meeting may elect a chairman for that meeting. Sometimes the office of chairman rotates among the members of the meeting or committee.

****The chairman has to ensure that meetings are conducted according to the constitutional and legal stipulations.

The chairman has to ensure that all business is conducted fairly and according to the rules. He will have to decide whether

* a speaker is out of order
* an item has been fairly introduced under the matters arising or general items on the agenda

At times the chairman will have to use his initiative to solve problems that are not covered by the written rules. This is why many aspects of procedure in formal meetings exist to reinforce the authority of the chairman so that he can control the meeting. An example is remarks that have to be addressed to the chairman and not other members of the committee or meeting.

**To summarise** what we have done so far, the documentation required before, during and after a meeting are:

* Notice of meeting
* Agenda: must be circulated in time for members to add items to the agenda
* Minutes of previous meeting: must be circulated in time for members to read through them in order to prepare for the meeting
* Attendance register: must be prepared beforehand so that members who attend can sign

The chairman must ensure that the secretary has extra copies of the agenda and the minutes of the previous meeting at hand and also that the attendance register has been prepared. The chairman must also ensure that the physical arrangements have been completed. It is the secretary’s duty to make all the arrangements, but the chairman is ultimately responsible if everything is not arranged properly, so he must check up on the secretary to ensure that everything is in place.

### Open The Meeting

The meeting starts once the chairman has declared it open. The secretary will note the time the meeting was declared open. The items on the agenda are then discussed in the order they appear,

### Apologies

The chairman announces apologies received from members who are unable to attend the meeting.

### Minutes Of The Last Meeting

The chairman will ask members if there are any corrections. This is why the minutes of the previous meeting must be circulated to the members before the meeting. After making corrections, if there are any, the minutes are signed as being a true record of events.

### Matters Arising

Matters arising from the previous meeting are discussed. There might have been developments, new information might have been gathered or members had to do something that relates to the previous meeting.

### Correspondence

The chairman will inform the members if any correspondence was received since the last meeting.

### New Business

These are the items that have to be discussed and decisions must be made on these items by the members attending the meeting.

### General

This is an opportunity for members to raise additional matters for discussion.

### Date Of The Next Meeting

The date and time and sometimes the place of the next meeting is announced by the chairman.

### Adjournment

The meeting is declared closed or adjourned.



In section one, we stated that there are five steps to effective meetings:

* **Planning**: what are the objectives of the meeting?
* **Pre-notification**: keep the other attendees informed by means of the paperwork
* **Preparation**: the physical arrangements and the paperwork, such as the agenda
* **Processing**: structure the discussion of each item on the agenda. Allocate time for the discussion of each item, so that you have a guideline about the length of time the meeting will take
* **Putting it on record**: the decisions and action points should be summarised afterwards and this is done in the minutes.

The paperwork and physical requirements have been discussed at length, as was the processing of the meeting.

We will now focus on two aspects of meetings: preparing for a meeting and general guidelines for conducting meetings.

Preparing For A Meeting

**Before the meeting ask yourself these questions….**

#### Is the meeting really necessary?

Yes / no?

#### What are the alternatives to a meeting?

How many of the meetings we have attended could have been replaced by a brief chat, a memo, a quick telephone call, a decision by the person in charge? Could the issues have added to the agenda of another meeting? Before arranging any meeting we should look at all the other alternatives.

#### What are the objectives of the meeting?

We should clearly define the meeting’s objectives, and communicate them to participants when arranging the meeting. This gives others the chance to prepare in advance and ensures that people do not have to sit through an irrelevant meeting because they thought it was going to be about something else.

#### What will be the benefits from achieving the objectives?

Once we have set the objectives for the meeting, we need to ask what the benefit from achieving each objective will be. The benefits will enable us to prioritise the agenda and focus on the important items.

### Keep To The Time Allocated

**During the meeting….**

* + **Start on time** and close the door. As latecomers arrive we should never interrupt the meeting to bring them up to date on what has been discussed.
  + Try to identify **hidden agendas** by asking participants what they personally want to get out of the meeting and if there are any specific issues they want to discuss.
  + **Decide who will take the minutes** and what the format will be. Does it need to be recorded (e.g. IR related meeting). Confirm details and deadlines for distribution with the minute taker.
* **Interrupt rambling discussions** or irrelevant contributions. Assert yourself and get the group to focus on the agenda. Briefly summarise the point being made, and move on. Ensure that all the items on the agenda are covered
  + **Encourage participation** by reacting positively to contributions. There is no quicker way to silence a group than to be over critical. If someone with potentially useful contributions is silent be sensitive about asking directly in the meeting. Get participants to come to meetings with suggestions. They will only be able to do this if they have read the agenda and any supporting documentation.
  + **Avoid external interruptions**. During a meeting a US senator was having with the President the phone rang continuously and the President was getting involved in a protracted conversation each time he answered it. Eventually, the senator left the room and called the oval office extension. He immediately got the President’s attention!
  + **Put your phone on voice mail**! ‘Do not disturb’ signs should also be used for office doors indicating the time that the meeting will be over. If someone does break through initial barriers, arrange a time when you can get back to them.
  + **Avoid unproductive arguments** by asking people to continue their discussion after the meeting. If that is not possible or appropriate, acknowledge the differing points of view and ask participants to focus on a solution. It will all depend on the issue.
  + **Summarise** decisions taken, follow-up action and deadlines after each item on the agenda has been discussed.
  + **Finish the meeting on time**

Here is a checklist that can help you to chair effective meetings:

|  |  |  |  |
| --- | --- | --- | --- |
| **Objective** | **Chief Danger to the effectiveness of the meeting** | **Techniques to let the meeting flow** | **Mark the techniques that need more attention** |
| Unite the group | Aggression | Let off the steam – calm down the members’ tempers |  |
| Don’t take sides |  |
| Bring in the other members of the meeting: encourage or request their participation and views on the item under discussion |  |
| Focus the group | Getting off the point | Stick to the facts: when members get off the point, bring them back to the item under discussion |  |
| Stay alert and stay in charge of the meeting, don’t let the discussions get out of hand |  |
| Test comprehension: make sure that members understand what is being discussed and what they have to decide on |  |
| If necessary, rephrase what a speaker has said and check to ensure you have the facts right |  |
| Mobilise the group | Squashing: when members want to suppress a motion | Protect the weak members of the group from aggression and being steam-rolled into a decision |  |
| Check round the group whether they are ready to make a decision |  |
| Record suggestions |  |
| Build up ideas |  |

Attending Other People’s Meetings

#### Before the meeting ask yourself these questions….

* Do I really need to attend the meeting?
* Am I sure of the correct time/location of the meeting? Have I received the agenda and relevant documentation?
* Have I arranged my schedule so that I will get to the meeting on time?
* What do I want to contribute to the meeting? Have I made notes about my contributions?
* What do I want to get out of the meeting?
* What background paperwork do I need to tackle? Have I collected all the information I need to make effective contributions?
* What recommendations will I make and will these recommendations be objective?

#### During the meeting….

* Contribute constructively
* Do not interrupt other speakers, unless they are deviating from the points on the agenda.
* Restrict your own contributions to the items on the agenda
* Focus on the objectives of the team and the purpose of the meeting or discussion
* Be clear about any follow-up steps to take
* Avoid private discussions
* Make positive recommendations

DEAL WITH DIFFERING VIEWS

#### Outcome

Demonstrate techniques to deal with differing views during a meeting

#### Assessment criteria

* Identify techniques to overcome potential lack of progress due to differing opinions during the meeting according to recognised theory and practice
* A technique is used to create progress in a meeting according to recognised theory and practice
* Techniques include, but are not limited to, summarising, redirecting, paraphrasing, rephrasing, gate keeping and repeating

The chairman

### The Chairman must: -

* Preside at the meeting and see that order is kept.
* Be fair and impartial to all sides.
* Allow each side to present their case.
* Summarise and seek clarification on points made.
* See that the agenda is followed.
* He may adjourn meetings when deadlocks threaten to develop, and allow members to caucus.
* He will call for a vote and in the case of a stalemate he may be allowed a casting vote. If there is a stalemate, it means that the committee is divided over an issue. It is therefore sometimes wise for the chairman not to give his casting vote.
* In this instance it means that the motion is lost, or he may choose to give his casting vote in such a way as to preserve the “status Quo”)
* Comment on a possible illegal or improper statement.
* Give a ruling on a point of order.
* He must sign the minutes of the previous meeting.

Handling Difficult / Problem People

Some differences in levels of participation are a natural outcome of people’s personalities. The extrovert could dominate any group process and the shy person could withdraw. We may find that out of every 100 people that there’s at least one difficult person. So how do you handle the troublemaker?

### What Not To Do:

What you should not do are any of those things that are the most natural and instinctive ways to react. You should not:

* Be defensive and argue with them
* Preach, lecture or threaten them
* Ignore them
* Criticise them
* Tell them where to go
* Put them down by using ridicule or shame

### The Too Much And Too Little Participation Individuals

****The domineering or too talkative person interrupts, goes on and on with their own ideas or experiences, and generally controls what is happening.

Other group members may not be able to participate fully. Time may run out before everything is completed for that session. Overly vocal individuals may simply be very enthusiastic and excited about what is happening; what the facilitator needs to do is harness this energy.

#### To deal with someone who participates too much you could …

* Establish a procedure whereby each person contributes one idea to the topic being discussed and then waits until every other member does the same before contributing again.
* Establish time limits for the discussion. Ask the team for permission to use more time for this discussion.
* Establish or remind them of guidelines for discussion and participation.
* Assertively interrupt the person who is rambling, ask them to summarise their point quickly so that the others can add their ideas too. Relate the ideas to the main discussion.
* Empathetically support the dominator’s thoughts, then cut him or her off politely. Say, “Thank you for giving us all of those ideas. Let’s hear from the others in the group.”

At the other end of the spectrum, the withdrawn or silent individual can also cause a problem, because their input is hidden from the group. It is also difficult to assess what they are getting out of the experience. Silent individuals may just be nervous about expressing themselves in front of the group. The facilitator’s job is to draw them out.

#### To deal with someone who participates too little you could …

* Do some warm-up activities when the team first starts to work together and occasionally thereafter. This should help even the quieter person to feel more comfortable with the other team members.
* Establish and remind the team of guidelines for participating fully.
* Use a structured process, such as asking each person to contribute something about the topic. But let them pass if they really don’t want to speak.
* Re-group all quiet people together or a quiet person with a caring person.
* Talk with the shy person privately. Find out what they are thinking and feeling. Ask them how they would like to participate. Ask questions like:
* “Are you enjoying the meeting?”
* “Are you getting anything out of the meeting?”
* “How can the team meet your needs?”
* “Is there anything I can do to help you feel more comfortable?”

### The Avoider

****When there are unresolved conflicts, hidden agendas, or tough issues, people who dislike conflict will avoid what they perceive as unpleasant.

However, these conflicts and issues must be addressed if the team is to accomplish its goals. Some avoiders solve the problem by not even attending the meeting, coming late, changing the subject, or leaving early.

To deal with an avoider you could …

* Not let conflicts remain unresolved. Keep the group working on problems and tough issues until solutions are found.
* Direct questions to and solicit ideas from the avoider so this person stays involved.
* Talk with him or her privately to find out what’s happening.

### The Uncooperative Person

****This person blocks the team’s progress by objecting to ideas with comments that are totally out of line or unreasonable.

Usually they stubbornly defend their position. They may interrupt a lot. Like the avoiders, they may come late, leave early, or not come at all.

To deal with someone who is uncooperative you could …

* Incorporate something in the original guidelines that deals with cooperation and interruptions.
* Encourage the uncooperative person to explain the reasons behind his/her objection. Look for any aspect of the position that supports the team’s ideas so that this person moves closer to the centre.
* Refocus their participation by making them either a recorder or process observer.
* Meet the person privately and try to determine what is behind this behaviour. Explain the importance of cooperation in the team.
* Ask the group to deal with this uncooperative behaviour.

### The Degrader

****Another type of problem person is the degrader, who puts down others’ ideas and suggestions in a joking or condescending way.

This problem must be nipped early on because otherwise members will feel inhibited to participate, out of fear of becoming the degrader’s next victim.

To deal with a degrader you could …

* When your team first gets together, establish your contract and guidelines with them. These guidelines should include the rule that all ideas will be accepted. The very first time someone puts another person down, this rule must be enforced. To maintain the problem person’s self-esteem, you may need to confront them in private.
* Confront the degrader with, “You may have a point, but we need to solve our problem.”
* If two people are degrading, separate them.
* Meet the degrader privately and try to determine what is behind this negative behaviour. Explain the importance of treating others positively.
* Work with the team sponsor to determine if the degrader should remain on the team.

### The Turf Builder or Protector

****Some individuals are continually looking for ways to build their own personal turf or to protect what they have.

This kind of person is often insecure and afraid to lose any power or control. They may not trust the other members of the team.

To deal with a turf builder or protector you could …

* Take sufficient time in the forming stage to hear everyone’s expectations and concerns.
* Provide the person with the opportunity to explain what they know. They often like to talk about their experiences.
* Meet the person privately to discuss how they will benefit by remaining open to the possibilities of change the team is addressing. Capitalise on whatever you discover that motivates this person.

### The Latecomer

****This type of person comes late to meetings.

Either you know in advance that they will be late or, worse, they just show up late. They often disrupt the group’s process by asking about something that has already been discussed.

To deal with a latecomer you could …

* If you know in advance someone will be coming late, decide which team member will fill them in when they arrive. This is done off to the side so the group goes on with what they were doing.
* If someone arrives late with no advance notice, select a team member who can fill them in when they arrive. This is done off to the side so the group goes on.
* If the same individual is always late, speak with them privately, explain why it is important to be on time and the impact it has on the team when they are late. Then give positive feedback when they do come on time.

### The Side Conversationalists

****When two people lean over and engage in a private conversation, it can be disconcerting to the facilitator and interrupts the team’s process.

Even more disruptive is when two people (or more) start a second conversation across the table.

To deal with side conversationalists you could …

* Set guidelines and expectations at the beginning of the meeting.
* Stand near the talkers. Walk behind them and put your hands on their shoulders.
* Stop and ask them a question.
* Stop the meeting and ask those involved in the side conversation to share with the group what they are talking about. They may only be clarifying what is being discussed or one person may be filling the other in on important background information.
* Stop the meeting and comment that it is difficult for you to hear the discussion or to concentrate on the topic at hand with side conversations occurring.

### The Whiner or Agitator

****There are some people who like to complain or whine about problems, past history, or the merit of new ideas.

This behaviour sometimes spills over into agitating others by talking with them on the side to get their support against new ideas.

To deal with a whiner or agitator you could …

* Use the general guideline that for every negative opinion, that person must suggest one solution.
* Confront the person’s behaviour. Interrupt the whining and ask them to summarise their point in one sentence.
* Give them a job to do, like recording.
* Give positive feedback when they show a positive behaviour.
* If two people are whining, separate them.

### The Diverter

****Some people just can’t stay on the topic.

They love to ask unrelated questions, tell lengthy stories, or dwell on the history of the problem. This may happen because they, in fact, do know a lot that they think the others need to hear, or they may just like to hear themselves talk.

To deal with a diverter you could …

* Establish guidelines for discussion and participation. If necessary, remind the diverter of those guidelines.
* Establish time limits for the discussion.
* Change the discussion to a written assignment.
* Cut him or her off politely.
* Assertively interrupt the person who is diverting and ask them to summarise their point quickly so that the others can add their ideas too. Relate the ideas to the main discussion.

Techniques to create progress in a meeting

Differing opinions of people who attend meetings can lead to a lack of progress: the same point is discussed over and over again and no decision is made. Remember that any discussion should contribute to the progress of the meeting and the chairman should ensure that people do not monopolise the meeting or stray from the point.

You can use these techniques to make sure that the meeting progresses as planned:

#### Gate keeping

**Be a gatekeeper/expediter:** keep communication channels open by encouraging or facilitating the participation of others (We haven’t heard the ideas of Mr X yet), and so on); propose regulating the flow of information, for example limits on length of contributions so all can have a say.

If necessary, be firm and directive; ask them if they wish to continue; continue the meeting only after a 'yes' from all parties

#### Summarise

**Interrupt rambling discussions** or irrelevant contributions. Assert yourself and get the group to focus on the agenda. Briefly **summarise** the point being made, and move on. Ensure that all the items on the agenda are covered

Also **summarise decisions taken, follow-up action and deadlines** after each item on the agenda has been discussed

#### Repeating

Repeat the last statement that had bearing on the subject of the meeting, and redirect the attention of the attendees to the purpose of the meeting.

#### Redirect

Gently interrupt the speaker and redirect the attention of the attendees to the purpose of the meeting.

#### Rephrase

Rephrase means to repeat someone else’s words in your own words. Rephrase the speaker’s statement in your own words, check that the attendees agree and move on with the meeting.

#### Avoid external interruptions.

During a meeting a US senator was having with the President the phone rang continuously and the President was getting involved in a protracted conversation each time he answered it. Eventually, the senator left the room and called the oval office extension. He immediately got the President’s attention!

Which method you choose depends on you and the situation. The important thing is that you interrupt the person speaking without being rude and then refocus everyone’s attention on the item on the agenda that was under discussion.

Making Decisions During Meetings

### Debating Procedure

Debating must be conducted in an orderly manner. To achieve this goal the participants and the chairperson must adhere to the following:

* Matters must be discussed in the order in which they appear on the agenda.
* For the sake of fairness and balance, the chairperson should strive to let speakers supporting and opposing the motion speak alternately.
* Members representing a minority group or opinion should be granted sufficient opportunity to state their case.
* Debate may be interrupted at any time by raising a point of order.
* A person addressing members should do so through the chairperson
* The chairperson should see that the meeting is not drawn out and delayed by repetitive arguments.
* Every member has the right to speak once to the motion and once to any amendment. The proposer of a motion has the right to reply. The chairperson has the right to reply to the total debate by summing up or clarifying.

Whatever the method of decision-making that your team adopts, all the members have to ensure that the process of decision-making is followed:

* Define the problem
* Examine the facts
* Select the optimum decision
* Formulate the decision
* Communicate the decision
* Evaluate outcome

Formative Assessment

Deal With Conflict

Any meeting has the potential for conflict. When a number of people have to agree on one item, there is bound to be disagreement. People have opposing points of view and believe that they are right and everyone should see the matter as they do.

Formative Assessment

Ultimately members of the human race are unable to live with each other without conflict. This tendency towards conflict is an ever-present danger in business and is yet another challenge for the manager. Individuals experience conflict when their opinions, values, needs or actions are in opposition to others. Teams experience conflict as they learn to work together.

The most valuable aspect of conflict is the energy that it generates, and conflict management is not an attempt to suppress this energy, but to use it constructively. Conflict caused by differing viewpoints may lead to harsh and painful situations or it can be transformed into creative and productive dialogue.

The differences between people stimulate debate, creativity, solutions to problems and change. Too little conflict could result in the organisation stagnating. Too much could result in chaos.

What is required is a healthy approach to dealing with conflict

Conflict will become easier to manage if we see it as inevitable but not necessarily destructive, and as a problem to be solved rather than a battle to be won.

As a member of a workforce it is important to accept conflict, see it as an opportunity and manage it in such a way that it enhances the competence and commitment of all parties involved. All parties gain more by co-operation than by conflict.

**Conflict:**

* is inevitable and a reality of life;
* is not a dirty word, and;
* takes place for many reasons and has many forms

#### Which approach?

**The ability to manage conflict is a critical interpersonal skill that must be highly developed for the following reasons**:

* To manage change
* To understand cultural differences
* To become effective team members and leaders

Without the ability to manage conflict, you cannot be successful in your organization. Your ability to effectively manage differences is a critical factor in your personal and professional success.

Although conflict occurs at all levels of the organisation, we personally face differences at three levels: bosses, peers, and employees (if we supervise). The issue here is not the occurrence of conflict, but rather how **you** handle it.

Formative Assessment

DISTRIBUTE RECORDS

#### Outcome

Distribute records for a meeting

#### Assessment criteria

* Records are compiled in such a way to enable the decisions of a meeting to be implemented
* Records are checked to ensure that they are an accurate reflection, prior to distribution
* The meeting is reviewed and suggestions for improvement are made to enhance the effectiveness of future meetings

Check Minutes For Accuracy

Before the minutes are sent out to the other members, you have to check them to ensure that they are accurate and correct and reflect the activities of the meeting.

Each member who receives a copy of the minutes must also check them for accuracy and correctness and make notes of errors or corrections that should be inserted before the minutes are accepted at the next meeting.

This is an important duty that has to be done by all the members. Once the minutes have been signed off, it means that they have been accepted and you will not have an opportunity to correct them later on if disputes arise.

Action List

Usually during meetings some or all the members are charges with doing something in time for the next meeting. This could be arranging a venue for a function, gathering information, getting quotes, etc.

It is the duty of the chairman as well as the member who has to complete the action to ensure that it is done in time for the next meeting.

An action list will help you to check on your own actions as well as those of other members so that time is not wasted during the next meeting. During module four action lists were discussed. An example of an action list is included here.

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| --- | --- |
| *Actions…* | *By…* |
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Review the meeting

Another important function of a chairman is to review every meeting and to make suggestions to improve the effectiveness of future meetings. These suggestions can then be discussed during the next meeting.

#### To help you run meetings more effectively in future think about these…

* Was the meeting successful
* Were the right participants present?
* Were all the items on the agenda covered?
* How should unfinished items be dealt with?
* Do I need to distribute meeting minutes?
* What should I do differently next time?
* Could we have achieved the same results without a meeting?

#### To ensure that meetings work for you consider the following….

* Was my participation in the meeting really necessary?
* Am I clear about any follow-up actions I need to take?
* Did I contribute constructively to the meeting?
* What should I do differently next time?

You can use the checklist from module 3 to help you. If necessary, you can add items to help you. You can also ask for suggestions from other members.

Formative Assessment

Final Formative Assessment