NATIONAL DIPLOMA: PAYROLL ADMINISTRATION SERVICES

SAQA: 67229 LEVEL 5 – 240 CREDITS

LEARNER GUIDE

SAQA: 10136

PLAN, ORGANIZE AND SUPPORT PROJECT MEETINGS AND WORKSHOPS

Contents

MISSION STATEMENT

We will be revered by our clients as the preferred provider

Of world-changing, insanely great and wow

Innovative advice that transforms

Our clients' brands,

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Nothing is impossible.

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Our culture inspires our people to discover their greatness.

1. Learner Information (Please Complete this Section)

Name & Surname: ______________________________

Organisation/Venue: ______________________________

Workplace Unit/Dept: ______________________________

Facilitator Name: ______________________________

2. Copyright ©

3. Learner Guide Information

This Learner Guide provides a comprehensive overview of the **10136 plan, organise and support project meetings and workshops**, and forms part of a series of Learner Guides that have been developed. The series of Learner Guides are conceptualized in modular's format and developed for **10136 plan, organise and support project meetings and workshops**. They are designed to improve the skills and knowledge of learners, and thus enabling them to effectively and efficiently complete specific tasks.

Learners are required to attend training workshops as a group or as specified by their organization. These workshops are presented in modules, and conducted by a qualified facilitator.

4. Outcomes

The qualifying learner is capable of:

- Explaining the purpose, objective and scope of project meetings and / or workshops.
- Planning for a project meeting and / or workshop.
- Arranging and supporting a project meeting and / or workshop.

5. Assessment Criteria

The assessment process involves collecting and interpreting evidence about the learner's ability to perform a task, which will be achieved through a combination of formative and summative assessments. In this guide there may be assessments in the form of activities, assignments, tasks or projects, as well as workplace practical tasks. The learner is to perform these tasks and provide required and authentic evidence in their portfolio of evidence.

To qualify and receive credits towards the learning programme or unit standard, a registered assessor and moderator will conduct an evaluation and assessment of the learner's portfolio of evidence and competency.

6. Learner Responsibility

The responsibility of learning rest with the learner, so:

- Be proactive and ask questions,
- Seek assistance and help from your facilitators, if required.

7. Learning Unit 1

Learning Unit 1	US:10136, NQF LEVEL 4 WORTH 4 CREDITS PLAN, ORGANISE AND SUPPORT PROJECT MEETINGS AND WORKSHOPS
Unit Standard Purpose	✓ Learners accessing this standard will be working as a leader in the context of a small project / sub-project involving few resources and having a limited impact on stakeholders and the environment or working as a contributing team member on a medium to large project when not a leader. These projects may be technical projects, business projects or developmental projects. This standard will also add value to learners who are running their own business and recognise that project management forms an integral component of any business. ✓ The qualifying learner is capable of: ✓ Explaining the purpose, objective and scope of project meetings and / or workshops. ✓ Planning for a project meeting and / or workshop. ✓ Arranging and supporting a project meeting and / or workshop.
Learning Assumed to be in Place	✓ It is assumed that people starting to learn towards this standard are able to: ✓ communicate effectively (at least NQF level 4) ✓ apply the competencies described in unit standard titled "Conduct project documentation management to support project processes". ✓ ID 120372 - Explain fundamentals of project management.

SESSION 1 SO 1	EXPLAIN THE PURPOSE, OBJECTIVE AND SCOPE OF PROJECT MEETINGS AND/OR WORKSHOPS.
Learning Outcomes (Assessment Criteria)	✓ Project meetings and workshops are identified and explained with examples. ✓ Roles of meeting/workshop participants are described and their importance is explained with examples.

- ✓ Types of project meetings/workshops are described in terms of their purpose.

7.1 Introduction: Effective meetings and workshops.

1. Introduction: Effective meetings and workshops

Managing meetings effectively is a core skill every project manager should develop. Although there's no mystery to what makes a meeting productive, it can take practice and attention to detail to become an effective leader of meetings. It all starts with knowing when to call a meeting, and why.

1.1 Types of Meetings

A meeting is any kind of purposeful coming together of people to carry out a particular agenda.

Types of meetings/workshops may include but are not limited to formal or informal meetings; on-site or off-site meetings; brainstorming, progress or planning meetings; issue/problem resolution meetings and change control board or steering committee meetings.

1.2 Is it a meeting? Is this meeting absolutely necessary?

How do you know it's time to call a meeting? What type of meeting is it? What's the purpose of the meeting? This is the first question we should ask ourselves whenever we get the impulse or feel compelled to call a meeting. We must make sure that we do not just call a meeting because it’s expected. Or, if it is a requirement of the project to have a meeting at certain stages, then it is our responsibility to **prepare properly for that meeting.**

If you can't write a single sentence stating a precise and limited objective for the meeting, don't call it, or get a purpose! An unfocused meeting is a waste of everyone's precious time.

You have to start off by **defining your goal or objective**. This applies to every aspect of your work (and other areas of your life, too!)

What do you want to achieve with this meeting? Write your **purpose statement** down when planning the meeting.

Decide the type of outcome (i.e., what is the purpose) for each issue, and put this on the agenda alongside the item heading. This is important as people need to know what is expected of them, and each item will be more productive with a clear aim at the outset.

Typical types of outcomes are:

- Decision
- Discussion
- Information
- Planning (e.g. workshop session)
- Generating ideas
- Getting feedback
- Finding solutions
- Agreeing (targets, budgets, aims, etc)
- Policy statement
- Team-building/motivation

- Guest speaker - information, initiatives, etc.

"The best way to determine whether a meeting is a good idea is to ask whether the **transfer of information is one-way**," says J. S. O'Rourke IV, a professor of management at Notre Dame University. **If you want to give your team an update or a status report, e-mail will usually suffice.**

"A second question to ask is whether you **require feedback from all participants**," O'Rourke adds. If so, e-mail has limitations: "In a meeting you get different kinds of feedback, with greater detail or texture."

Finally, he adds, it's helpful to ask whether the real purpose of the meeting is to **build consensus**: that's much easier to do face-to-face.

Here are some typical situations when a meeting may be called for:

1. **You're managing a project.** Projects tend to require meetings at various stages: at the beginning, as the project plan is coming together, and at regular intervals while the work is being done. **Toward the end of the project, depending on its size, daily meetings could be necessary.**

2. **You're managing people.** Many project managers call weekly staff meetings in addition to weekly one-on-one meetings with their direct reports. These standing meetings provide a chance to review the work accomplished in the previous week and look ahead to what will be accomplished in the coming week.

3. **To accept reports from participants.** Two good reasons for a report meeting are: the opportunity to clarify the report with clear graphics and exhibits, bringing the report to life and making it memorable, and the possibility of stimulating discussion that can lead to good follow-up action.

4. **You're managing a client.** You may need to make presentations to clients - initiation meetings, interim status meetings, and final presentations. Ongoing relationships also typically involve periodic meetings.

5. **E-mail is getting complicated.** When an e-mail conversation gets increasingly complex, it can be time to call a meeting so that the conversation can take place in spoken words - which can be quicker than a series of carefully crafted e-mail responses. A conference call or an in-person meeting may be necessary.

6. **Problems are arising.** If a project is getting off course, interpersonal conflicts are escalating, or any other emergency occurs, it's time to call a meeting. When a problem has been identified, group discussion brings insights and experience to bear on it. A solution or an acceptable course of action should come out of the meeting discussion. The facilitator or chairperson should serve as the moderator of the discussion without trying to sway the group or impose opinions on the participants.

7. **To reactivate a stalled project.** Administrative log jams are a common problem on projects. They are usually caused by a lack of an individual decision somewhere in the organisation. One method to force the decision is to call a meeting to put the topic to a discussion and get an answer.

8. **To generate new ideas or concepts.** When new ideas or concepts are needed, call a brainstorming meeting. These are unstructured, intellectual think tanks where the participants are asked to address a problem and let their ideas run free-contributing whatever comes into their minds.

Remember:

- Groups are great at some tasks, like weighing alternatives and generating ideas. But sometimes a meeting is not the best or most efficient way to get something done. Some types of work are best done in sub-committees - even sub-committees of one - then presented to the larger group for review and approval. An example is the group asked to provide comments and suggested changes to a document.
- If a report threatens to be too long, distribute it to participants for review several days before the meeting so that the actual meeting then consists of a visual presentation or brief summary of the report's key points, followed by discussion.

Meetings Are <u>NOT</u> Good For:

- **Updates:** If the flow of information is one way, send an e-mail instead.
- **Getting slackers on track:** Berating or embarrassing people in front of their peers doesn't improve motivation, and it wastes everyone else's time. Have a one-on-one conversation instead.
- **Whipping up enthusiasm:** Motivation is a daily management challenge, not a one-time fix. If your team is losing steam, find out why in private conversations and address each person's issues separately

1.3 Is this the right time?

- Are the time and circumstances right?
- Is the situation ripe for discussion?
- Is all the information needed available?

Again, depending on the format and purpose of the meeting, you may decide to call a meeting when more information is available, or when certain pressing issues need to be discussed immediately.

Of course, for some, the early morning, pre-shift meeting is not the best time, but that is why you, as the convener and chair, need to ensure that the meeting follows an **agenda** and covers topics of concern and interest to the workers and the project's progress.

Who knows, people might start looking forward to your meetings!

1.4 What will happen if I don't call a meeting?

If the answer is "nothing", then there is no reason for a meeting, but if a decision will be delayed, or vital information won't get to those who need it, there is a good reason to have a meeting.

The answer could also be "disciplinary action", because it is company policy that every manager has a meeting at a certain time with a certain group of people.

1.5 What alternatives do I have?

Will a phone call or memo serve the same purpose? Do the people I need to contact have access to phones and e-mail facilities? Or is this an instance where I need to have face-to-face contact?

Meeting alternatives include:

- Personal executive action
- Written communication
- Individual telephone conversations
- Conference telephone calls

1.6 How much will this meeting cost?

Are the benefits from the meeting worth the cost in money and working hours? Most managers do not think of the total cost of convening a meeting.

Cost does not only entail the obvious physical arrangements, which include coffee, tea, juice, biscuit, lunches, etc., but it also includes the production time lost when people are taken away from their workplace.

The following calculator has been drawn up by the 3M Meeting Management Team and includes **factors** such as hourly rate of pay, tax, allowances, general overheads, secretarial and preparation time:

Cost of meetings to the nearest R per hour:

Number of participants

Annual salary (approximate figures)	**10**	**9**	**8**	**7**	**6**	**5**	**4**	**3**	**2**	**1**
350 000	3367	3031	2695	2359	2016	1680	1344	1008	672	336
210 000	2016	1820	1617	1414	1211	1008	805	609	399	196
175 000	1680	1512	1344	1176	1008	840	672	504	336	168
140 000	1344	1211	1078	945	805	672	539	399	266	133

1.7 Meeting participants

Once you've decided that you absolutely need to hold a meeting, invite only the people who have something to contribute and will get something out of it:

- **Team members who work directly on the project** in question
- **Decision-makers who have the power to move an idea forward**
- **Specialists** who have knowledge and insight that the group needs in order to fully understand an issue.

The work being accomplished at a meeting usually implies who should be on the guest list. For example, a regular project team meeting would typically include everyone on the project team, or the subgroup responsible for the work being discussed.

Some meetings are intended to result in decisions, while others are intended to generate ideas. Employees who are more junior often contribute strong ideas to brainstorming sessions where senior staff is also present. But the guest list for a meeting where decisions are made typically includes more senior people and omits most junior staff.

In constructing a guest list, carefully think about whose input is needed, trying not to leave anyone out. Let the purpose of the meeting, not office politics, dictate who should be there.

In a similar vein, try to keep the guest list to a manageable number. Don't include people for the sake of including them. Only those who will advance the agenda need attend.

Consider your guests' time when inviting them to a meeting. If some people only need to attend part of the meeting, schedule a break to give them an opportunity to make an unobtrusive exit.

Consider inviting representatives from other departments to your project meetings - if relationships are not great they will often appreciate being asked, and it will help their understanding of your issues, and your understanding of theirs.

Having outside guests from internal and external suppliers helps build relationships and strengthen the chain of supply, and they can often also shed new light on difficult issues too. Use your discretion though - certain sensitive issues should obviously not be aired with 'outsiders' present.

Avoid and resist senior managers and directors attending your meetings unless you can be sure that their presence will be positive, and certainly not intimidating. Senior people are often quick to criticise and pressurise without knowing the facts, which can damage team relationships, morale, motivation and trust.

If you must have the “boss” at your meeting, try to limit his/her involvement to lunch only, or presenting awards at the end of the meeting. In any event, tell him/her what you are trying to achieve at the meeting and how - this gives you more chance to control possible interference.

If you want but don't need an invitee's input, and s/he is overwhelmed with other work, let him/her know it's okay not to attend but that some decisions may be made without his/her input. If they can live with that outcome, then it's their call how best to use their time.

8. Learning Unit 2

SESSION 2 ***SO 2***	***EXPLAIN THE PURPOSE, OBJECTIVE AND SCOPE OF PROJECT MEETINGS AND/OR WORKSHOPS.***
Learning Outcomes ***(Assessment Criteria)***	✓ Meeting/workshop participants and alternates are identified, recorded and contact details are available. ✓ Dates, times and venue for project meeting/workshop are determined and recorded according to agreed procedures. ✓ Purpose of the meeting is agreed with relevant stakeholders. ✓ Checklist or schedule for arranging project meeting/workshop is prepared and agreed with relevant stakeholders. ✓ Constraints or rules to be followed in arranging the project meeting/workshop are complied with according to agreed policies and procedures.

8.1 Plan and arrange meetings and workshops.

2. Plan and arrange meetings and workshops

2.1 Preparation for Meetings

No matter how informal the meeting, preparation in advance can improve the effectiveness of the meeting itself. When planning a meeting, visualise in advance how the meeting will unfold: who will stand where, how long the presentations will last, how the meeting will be organised.

The major steps are:

- Make sure the **venue is available**
- **Documents required** for a meeting (reports, files, etc.) are collated and checked against the minutes of the previous meeting and agenda

- **Set goal(s) for the meeting and prepare an agenda** - points to be listed must be collected
  - Prepare yourself - prioritise issues to be discussed, issues from previous meetings
  - Consult with other members and exec board to finalise agenda
  - Research information necessary for making important decisions
- **Send out announcements, invitations, and reminders for meeting. Notify all participants** in ample time- notices must be typed and sent out
  - Invite guest speakers to present on special topics/issues
  - Invite all relevant constituents, target audience
  - Send general and personal invitations early, send reminders
  - Circulate agenda, minutes and background information in advance
- **Make sure** all who are invited can attend
- **Arrange all logistics.** Make sure the **venue is ready**- items such as pens, writing paper, equipment, etc. must be organised
  - Find a comfortable and convenient meeting place
  - Arrange in advance for A-V equipment, flip charts, markers, and other supplies
  - Arrive early to set up
  - Check for adequate lighting, ventilation, heat
  - Set up seating arrangements

- Prepare directional signs and post in key spots of building
- Provide nametags
- Greet people as they arrive
- Supply refreshments, if appropriate

- Allow time for the **preparation of visuals** (if required)

Even if members are informed by telephone of a meeting, written notices should also be sent out.

2.1.1 Meeting date

Ensure the date you choose causes minimum disruption for all concerned. It's increasingly difficult to gather people for meetings, particularly from different departments or organisations. So take care when finding the best date - it's a very important part of the process, particularly if senior people are involved.

For meetings that repeat on a regular basis the easiest way to set dates is to agree them in advance at the first meeting when everyone can commit there and then. Try to schedule the whole project's meetings if possible, then you can circulate and publish the dates, which help greatly to ensure people keep to them and that no other priorities encroach.

Pre-planning meeting dates is one of the keys to achieving control and well-organised meetings. Conversely, leaving it late to agree dates for meetings will almost certainly inconvenience people, which is a major source of upset.

Generally try to consult to get agreement of best meeting dates for everyone, but ultimately you will often need to be firm. Use the 'inertia method', i.e., suggest a date and invite alternative suggestions, rather than initially asking for suggestions, which rarely achieves a quick agreement.

2.1.2 Meeting times

Choose a time of day appropriate to what's being accomplished. If the meeting ties together people in remote locations through technology, take time zones into account. For example, first thing in the morning is a great time for project meetings if one of the goals is to get the day off to a good start; but it may not be a good time for a brainstorming session unless you provide plenty of coffee and doughnuts.

Conversely, Friday afternoon may be a perfect time to ask people to let ideas flow freely, but it may be more difficult to reach decisions just before the weekend.

Times to start and finish depend on the type and duration of the meeting and the attendees' availability, but generally try to start early, or finish at the end of the working day. Two-hour meetings in the middle of the day waste a lot of time in travel. Breakfast meetings are a good idea in certain cultures, but can be too demanding in more relaxed environments. If attendees have long distances to travel (i.e. more than a couple of hours, consider overnight accommodation on the night before.

If the majority have to stay overnight it's often worth getting the remainder to do so as well because the team building benefits from evening socialising are considerable, and well worth the cost of a hotel room. Overnight accommodation the night before also allows for a much earlier start. By the same token, consider people's travelling times after the meeting, and don't be unreasonable - again offer overnight accommodation if warranted - it will allow a later finish, and generally keep people happier.

As with other aspects of the meeting arrangements, if in doubt always ask people what they prefer. Why guess when you can find out what people actually want, especially if the team is mature and prefers to be consulted anyway.

Although a well-constructed meeting can result in a lot of work getting done, it's important to set reasonable goals for one gathering. The objectives should be achievable in the time allowed. Be realistic when determining how long the meeting should be, and take comfort and attention spans into account. Most people can't give their undivided attention longer than an hour and a half without a break.

In bigger meetings that require more bodies and more time, give the conversation a clear structure by assigning topics an allotted amount of time.

Experts recommend picking odd numbers — 25 minutes instead of 30, for example — to show that you're serious about sticking to a precise schedule.

To increase involvement, consider giving everyone a role or assignment. Team leads or those with specialised knowledge should handle the agenda items that apply to their areas. For longer meetings, if the material covered is not relevant to some people, arrange to have them excused from that portion of the meeting, so they can get back to work rather than waiting through issues that don't concern them.

2.1.3 Meeting venue

The choice of time and place is important for ensuring that a meeting is a success. The meeting place has a lot to do with the mood and progress of a meeting.

More often than not positive outcomes are achieved in positive meetings set in a pleasant working atmosphere. For example, the room should be the right size to accommodate the number of guests. If the room is too big or too formal, or too small and crowded, those who attend could become distracted. If clients will also attend, the nature of the meeting should suggest whether it's better to hold the meeting in house, on site at the client's offices, or at a neutral third location.

When a meeting is particularly important, a complete change of venue (away from the normal working environment) can emphasise this and often leads to better, less inhibited discussion.

However, due to cost and time constraints (**outside meetings take up to three times longer than on-site meetings**), most meetings take place in an office, workplace, or conference room on-site.

The average office or conference room is a good setting, as it takes a minimum amount of preparation and the formal tone is already set.

Normally, one wouldn't spend time preparing an office for a meeting, yet a little **obvious preparation** helps set the tone and helps maintain order from the start. The chairs should be in place, note pads and pens available, and a projector and screen ready if they are to be used. When the participants arrive, it creates a sense that planning has been done and therefore the meeting will not be a waste of time.

Remember that crowded rooms with too many participants can be psychologically and physically bad for the success of your meeting:

- The room becomes stuffy very quickly
- There is no room to move around
- You cannot set up displays
- There is no personal space and tensions rise

If only a small room is available, plan a smaller meeting, or reschedule the meeting to a time when a better meeting room is available. You will not be able to have a constructive meeting in those circumstances.

If only a too-large venue is available, gather all the participants at one end or in one corner and let them sit with their backs to the open space, or see if you can partition off the area with screens.

Many meetings are relatively informal, held in meeting rooms 'on-site' and do not warrant extensive planning of the venue as such.

On the other hand, big important meetings held off-site at unfamiliar venues very definitely require a lot of careful planning of the venue layout and facilities. Plan the venue according to the situation - leave nothing to chance.

Venue choice is critical for certain sensitive meetings, but far less so for routine, in-house gatherings.

There are certain preparations that are essential, and never leave it all to the conference organiser or your own training/HR department unless you trust them implicitly.

Other people will do their best but they're not you, and they can't know exactly what you want. You must ensure the room is right - mainly, that it is big enough with all relevant equipment and services. It's too late to start hunting for a 5m power extension cable five minutes before the meeting starts.

Other aspects that you need to check or even set up personally are:

- Table and seating layout
- Top-table (if relevant) position
- Tables for demonstration items, paperwork, hand-outs, etc.
- Electricity power points and extensions
- Heating and lighting controls

- Projection and flip chart equipment positioning and correct operation
- Whereabouts of toilets and emergency exits
- Confirm reception and catering arrangements
- Back-up equipment contingency

All of the above can and will go wrong unless you check and confirm - when you book the venue and then again a few days before the meeting.

For a big important meeting, you should also arrive an hour early to check everything is as you want it. Some meetings are difficult enough without having to deal with domestic or logistics emergencies; and remember if anything goes wrong it reflects on you - it's your credibility, reputation and control that are at stake.

Positioning of seating and tables is important, and for certain types of meetings it's crucial. Ensure the layout is appropriate for the occasion:

- Formal presentations to large groups - theatre-style - the audience in rows, preferably with tables, facing the chairman.
- Medium-sized participative meetings - horse-shoe (U) table layout with the open part of the U facing the chairman's table.
- Small meetings for debate and discussion - board-room style - one rectangular table with chairman at one end.
- Relaxed team meetings for planning and creative sessions - lounge style, with easy chairs and coffee tables.

Your own positioning in relation to the group is important. If you are confident and comfortable and your authority is in no doubt you should sit close to the others, and can even sit among people. If you expect challenge or need to control the group strongly, set yourself further away and clearly central, behind a top-table at the head of things.

Ensure everyone can see screens and flip charts properly - actually sit in the chairs to check - you'll be surprised how poor the view is from certain positions.

Set up of projectors and screens is important - strive for the perfect rectangular image, as this gives a professional, controlled impression as soon as you start. Experiment with the adjustment of projector and screen until it's how you want it.

People from the western world read from left to right, so if you want to present anything in order using different media, set it up so that people can follow it naturally from left to right. For instance show introductory bullet points (say on a flip chart on the left - as the audience sees it) and the detail for each point (say on projector and screen on the right).

Position screens and flip chart where they can be used comfortably without obscuring the view. Ensure the speaker/chairman's position is to the side of the screen, not in front of it obscuring the view.

Ensure any extension leads and wiring are taped to the floor or otherwise safely covered and protected.

Supply additional flip chart easels and paper for syndicate work if applicable. You can also ask people to bring laptops for exercises and presentation to the group assuming you have LCD projector available and compatible.

Arrange for flipcharts and markers, notebooks, pens, sticky notes, pencils, nametags, podiums, projection screens, video equipment, and other materials required by the speakers. If the meeting is off site, it may be worth bringing your own meeting supplies if you are unsure about the venue.

In venues that have not been purpose-built for modern presentations, sometimes the lighting is problematical. If there are strong fluorescent lights above the screen that cannot be switched off independently, it is sometimes possible for them to be temporarily disconnected (by removing the starter, which is a small plastic cylinder plugged into the side of the tube holder).

In older buildings it sometimes possible to temporarily remove offending light-bulbs if they are spoiling the visual display, but always enlist the help of one of the venue's staff rather than resorting to DIY.

Finally, look after the venue's staff - you need them on your side. Often business users ignore hotel and conference staff - show them some respect and appreciation and they will be more than helpful.

2.1.4 Accommodations

Make sure all attendees are fully able to participate: the room is accessible by wheelchair, interpreters are present, and other disabilities are accommodated

2.1.5 Set up the meeting room

The venue for a formal meeting requires planning and effort.

The following are typical meeting room arrangements:[1]

Rows (conference style) **Round table (board room)**

2.1.6 Sending invitations

Meeting software makes it easy to send an invitation and an agenda to everyone on the list quickly and conveniently. It puts the meeting on your guests' calendars and can be set to remind them of the meeting. And it makes it possible for your guests to retrieve the agenda and handouts before they come to the meeting. Some meeting software can even determine whether guests have conflicts to help you reschedule. Unfortunately, not all organisations have meeting software, and if some guests work at remote locations, meeting software may not be sufficient.

Give your guests about a week's notice for an in-house meeting, if possible, sending the invitation via e-mail or paper. Emergency meetings usually must be called on short notice, and may not need a written invitation. More formal meetings require written invitations and two to four weeks' notice, or two weeks longer if guests are travelling. Meetings of the board of directors or the shareholders may call for formal, printed invitations.

The invitation should include an agenda, a list of those expected to attend, and the contact information and deadline for the reply. Expect your guests to send a reply to a meeting invitation as soon as they know whether they're available. Track them down if necessary. If resources permit, call the attendees one day before the meeting to confirm date and time, and to make sure they received the handouts.

2.1.7 Homework

When sending materials in advance of the meeting, be clear what homework you are asking attendees to do. For example, if you send a document for review, ask for comments on specific aspects of the document. Occasionally it is necessary to ask someone to speak on a topic for which they have not been asked to prepare. Courtesy dictates that you inform the others in attendance that the person is speaking off the cuff.

Even if you expect guests to prepare for the meeting, bring enough copies of the agenda and of the handouts for everyone who attends, along with notes from the previous meeting if applicable. Meetings run more smoothly when the organiser enlists others to help handle the details. It's also a good way to keep people who might otherwise stare out the window or pass the time by twiddling with a Blackberry engaged.

- **Timekeeper:** Makes sure the meeting starts and stops on schedule, reminds facilitator when agenda items are going over their allotted time.
- **Note Taker:** Records what was said and distributes minutes as needed. One person should be responsible for keeping an official record of the meeting. Designate that person in advance. Formal meetings may call for an audiotape record. Use video

sparingly, as it makes the tenor of the meeting more formal and may discourage participation

- **Whiteboard writer:** Writes ideas on the whiteboard during brainstorming sessions, makes sure every idea is recorded, whether or not it seems promising at first glance.

2.2 Documentation

2.2.1 Prepare important documents

- A file with stationery (paper, pen, etc.)
- Agenda
- Financial statements
- Reports- should if possible be circulated in advance of meetings giving delegates adequate time to read and formulate reactions and answers to any queries raised. It is not good practice to table a report at a meeting if opportunity exists to circulate the report beforehand. Reports can be appended to the meeting notes or minutes to which they relate.
- Budgets

- Minutes of the previous meeting
- Documentary evidence
- Attendance list or register
- Ballot papers

2.2.2 A notice of a meeting:

- Must be sent out in good time
- Must always indicate date, time and place of the meeting.
- Must be accompanied by clear directions if the venue is unknown to the members.
- Is a commitment to have a meeting at the given time and place
- Should be sent to all members, even if they have indicated that they are unable to attend, otherwise the meeting may be declared null and void
- Cannot be declared null and void if it has been sent by registered mail, even if a member did not receive it
- May only be sent out by authorised members
- Must be accompanied by an agenda

2.2.3 Prepare an agenda

One of the most important aspects of a well-managed meeting is a carefully conceived agenda. An agenda is a written list of issues to be discussed at a meeting.

Members of the meeting are usually asked in advance to place the matters they wish to discuss at the meeting on the agenda.

The secretary and chairperson discuss the notice and the agenda. When they are satisfied, the final agenda is compiled, typed and sent out to members in time for their perusal. The order in which the items appear on the agenda determines the order in which they will be discussed. An agenda is an **order list**.

It might be necessary to get a mandate from members to place an item on the agenda first, before the final agenda is compiled and sent out. This could be in the case of sensitive issues, or matters requiring certain prior or expert input.

Preparing an agenda isn't just a protocol; it's an occasion to think about the purpose of the meeting and the desired outcomes.

Make sure everyone understands the objectives by writing an agenda before you call the meeting. (This exercise should also help you confirm whether a meeting is necessary and who should attend.)

Include everything your group will need to discuss or decide on but keep it brief, using bullet-pointed items instead of full paragraphs. Be clear about who will lead each agenda item and whether it's an update, a discussion, or an action item that requires group decision-making.

E-mail the agenda to the participants well in advance, so that potential naysayers will have the opportunity to make their objections known privately — rather than during the meeting. (If necessary, you'll then have time to include their suggestions in a revised agenda.)

Always paste the agenda into the body of the e-mail; if it's an attachment, no one will bother to open it. Phrase your agenda in a way that will increase the sense of urgency and importance. An item called "project challenge for this phase" is much more captivating than "project update."

The course of a meeting is determined before the group gathers, when the organiser sends invitations that include time, place, and agenda. To some extent, the format of a meeting determines the substance. Meeting organisers who take these responsibilities seriously will have an easier time leading a successful meeting.

Many meeting organisers prepare two agendas: one is distributed to guests, and the other is the organiser's key to keeping the meeting on track. The public agenda lists topics, speakers, and allotted time. The organiser's agenda also lists the things that must be covered before people leave the meeting. As the meeting ends, people should be aware of their next steps, that is, the work to be accomplished before the next meeting.

Formal agendas for board meetings and committees will normally have an established fixed format, which applies for every meeting.

This type of formal agenda normally begins with:

1. Apologies for absence
2. Approval of previous meeting's minutes (notes)
3. Matters arising (from last meeting)
4. Main agenda
5. Finishing with 'any other business'.

For more common, informal meetings (departmental, sales teams, projects, ad-hoc issues, etc), try to avoid the formality and concentrate on practicality.

For each item, explain the purpose, and if a decision is required, say so. If it's a creative item, say so. If it's for information, say so.

Put timings, or time-per-item, or both (having both is helpful for you as the chairperson).

If you have guest speakers or presenters for items, name them.

Plan coffee breaks and a lunch break if relevant, and ensure the caterers are informed.

Aside from these formal breaks you should allow natural 'comfort' breaks every 45-60 minutes, or people lose concentration and the meeting becomes fewer products

Example of an agenda:

F1 Management Team

Monthly management meeting- 24 October 2004

Agenda

1. Welcome
2. Attendance
3. Apologies
4. Approval of Minutes from meeting held on 17 September 2004
5. Announcements
6. Issues arising from Minutes of 17 September 2004:

   Item 4.3 2004/2005 budget

   Item 5.6 Theft of materials

   Item 8.6 Task team report back
7. Report: Executive committee meeting
8. Administrative issues
9. Increases
10. Annual sports day
11. General
12. Date of next meeting

2.2.4 Scheduling agenda items

Put the less important issues at the top of the agenda, not the bottom. If you put them on the bottom you may never get to them because you'll tend to spend all the time on the first issues.

Ensure any urgent issues are placed up the agenda. Non-urgent items place down the agenda - if you are going to miss any you can more easily afford to miss these.

Try to achieve a varied mix through the running order - if possible avoid putting heavy controversial items together - vary the agenda to create changes in pace and intensity.

Be aware of the tendency for people to be at their most sensitive at the beginning of meetings, especially if there are attendees who are keen to stamp their presence on proceedings. For this reason it can be helpful to schedule a particularly controversial issue later in the sequence, which gives people a chance to settle down and relax first, and maybe get some of the conflict out of their systems over less significant items.

Also be aware of the post-lunch slump, so try to avoid scheduling the most boring item of the agenda at this time; instead after lunch get people participating and involved, whether speaking, presenting, debating or doing other active things.

2.2.5 Timing of agenda items

Consider the time required for the various items rather than habitually or arbitrarily deciding the length of the meeting. Allocate a realistic time slot for each item - things usually take longer than you think.

Long meetings involving travel for delegates require pre-meeting refreshments 30 minutes prior to the actual meeting start time.

Put plenty of breaks into long meetings. Unless people are participating and fully involved, their concentration begins to drop after just 45 minutes. Breaks don't all need to be 20 minutes for coffee and cigarettes. Five minutes every 45-60 minutes for a quick breath of fresh air and leg-stretch will help keep people attentive.

Unless you have a specific reason for arranging one, avoid formal sit-down restaurant lunches - they'll add at least 30 minutes unnecessarily to the lunch break, and the whole thing makes people drowsy. Working lunches are great, but make sure you give people 10-15 minutes to get some fresh air and move about outside the meeting room. If the venue is only able to provide lunch in the restaurant, arrange a buffet, or if a sit-down meal is unavoidable, save some time by the giving delegates' menu choices to the restaurant earlier in the day.

It's not essential, but it is usually helpful, to put precise (planned) times for each item on the agenda. What is essential however is for **you** to have thought about and planned the timings so you can run the sessions according to a schedule. In other words,

if the delegates don't have precise timings on their agendas - make sure you have them on yours. This is one of the biggest responsibilities of the person running the meeting, so plan and manage this aspect firmly. People will generally expect you to control the timekeeping, and will usually respect a decision to close a discussion for the purpose of good timekeeping, even if the discussion is still in full flow.

2.2.6 Handouts and Presentations

A presentation is what you say. Overhead materials and handouts should emphasise the message you're there to deliver in person. With that in mind, here are some tips on using materials effectively, whether you're the meeting organiser or an invited speaker.

- Arrive early to greet other attendees and get a sense of the mood.

- Use one slide per minute, maximum.
- Put only a few words or one picture on a slide (6 bullets of 6 words each).
- Distribute handouts only when you are ready to use them. Otherwise, people will read through them instead of listening to you.
- Don't leave people in the dark. When you are speaking, the attention should be on you. Don't darken the room so much that people can't see you. And don't turn the lights off and on - leave them the way you need them for your presentation, and turn them back on at the end.
- Use only as much time as you're given for your presentation.
- Forget the formula that says you have to tell a joke at the beginning. If you want to start with something light, spend the extra time thinking of a personal anecdote that will resonate with the people at the meeting.
- Determine in advance whether you will be expected to handle questions from the audience. Practice answering the most difficult questions you expect to receive.
- Handle unexpected problems with technology, or other unscheduled occurrences with grace and wit.
- If you did not organise the meeting, thank the people who invited you to speak.

2.2.7 Minutes of a meeting

Minutes are an **exact record** of what was discussed and decided at a meeting. They are the **written and official report** of a meeting.

The constitution of a business usually determines the format of the Minutes. The Minutes must always be accurate and objective so that matters are presented in the correct perspective.

The Minutes indicate who was present and who was absent and whether it was with or without apology.

Taking down the Minutes of a meeting is not only the work of a PA or secretary. These days, many of us find ourselves in the position of taking minutes of meetings without a clue of how to go about it.

Who takes the meeting notes or minutes, keeps command (Minutes is a more traditional term, and today describes more formal meetings' notes).

You must take the notes yourself, unless the meeting format dictates a formal secretary. Normally you'll be able to take the notes. They are your instrument of control. If you are seen to take the notes, people see that you are recording agreed actions, so there's no escaping them.

Meeting notes are essential for managing meeting actions and outcomes. They also cement agreements and clarify confusions. A meeting without notes is mostly pointless. Actions go unrecorded and therefore forgotten. Attendees feel that the meeting was largely pointless because there's no published record.

After the meeting, type the notes (it's usually quicker for you to do it), and circulate them straight away, copy to all attendees, including date of next meeting if applicable, and copy to anyone else who should see the notes.

The notes should be brief or people won't read them, but they must still be precise and clear. Include relevant facts, figures, accountabilities, actions and timescales. Any agreed actions must be clearly described, with person or persons named responsible, with a deadline.

The final crucial element is following up the agreed actions and holding people to them. By following up agreed actions, you will positively condition your people to respond and perform, and you will make meetings work for you and your team.

The following is a guide for making this task easier:

- Make sure that all of the essential elements are noted, such as type of meeting, name of the organisation, date and time, name of the chair or facilitator, main topics and the time of adjournment. For formal and corporate meetings include approval of previous minutes, and all resolutions.

- Prepare an outline based on the agenda ahead of time, and leave plenty of white space for notes. By having the topics already written down, you can jump right on to a new topic without pause.

- Prepare a list of expected attendees and check off the names as people enter the room. Or, you can pass around an attendance sheet for everyone to sign as the meeting starts.

- To be sure about who said what, make a map of the seating arrangement, and make sure to ask for introductions of unfamiliar people.

- Don't make the mistake of recording every single comment, but concentrate on getting the gist of the discussion and taking enough notes to summarise it later. Remember that minutes are the official record of what happened, not what was said, at a meeting.

- Use whatever device is comfortable for you, a notepad, a laptop computer, a tape recorder, shorthand. Many people routinely record important meetings as a backup to their notes.
- Be prepared! Study the issues to be discussed and ask a lot of questions ahead of time. If you have to fumble for understanding while you are making your notes, they won't make any sense to you later.
- Don't wait too long to type up the minutes, and be sure to have them approved by the chair or facilitator before distributing them to the attendees.
- Don't be intimidated, you may be called upon many times to take minutes of meetings, and the ability to produce concise, coherent minutes is widely admired and valued.

Bear the following in mind when taking down Minutes:

- Must be an accurate record of decisions and discussions
- Must be recorded in a clear, unbiased and objective manner
- Must be brief, to the point and give only necessary information
- Must be complete so that those who did not attend the meeting receive the right information
- Must be written in the 3rd person: Mr Jonas replied…
- Must be written in the past tense: The chairman **announced**…
- The date, time and venue of the meeting must be recorded in the Minutes
- The exact words of a suggestion or motion must be written down

- Names, dates and figures must be correct
- The number of votes for and against a motion must be recorded
- Matters which were not discussed at the meeting may not be added afterwards

Here is a simple structure for formal meeting notes:

- Heading: for example - Notes of Management Meeting (if a one-off meeting to consider a specific issue then include purpose in the heading as appropriate)
- Date and Time:
- Venue:
- Present:
- Apologies for absence:
- In attendance: (if appropriate - guests not normally present at regular meetings, for instance speakers or non-board-members at board meetings)

Followed by numbered agenda items, typically:

- 1. Approval of previous meeting notes/minutes:
- 2. Matters arising: (items arising from meeting or continued from previous meeting which would not be covered by normal agenda items)

And then other items as per agenda, for example (these are some of the many possible typical reports and meeting items discussed within a business or board meeting; other types of meetings would have different item headings):

- 3. Finance/financial performance
- 4. Sales

- 5. Marketing and Business Development
- 6. Operations or Divisional Activities
- 7. Manufacturing
- 8. Distribution
- 9. Environmental
- 10. Quality Assurance, etc
- 11. Human Resources
- 12. Projects
- 13. Communications and Team Briefing Core Brief
- 14. Any other business (AOB - issues not covered under other agenda items)
- 15. Date of next meeting
- Time meeting finished (normally for formal meetings only)
- Signed and dated as a true record (signed by the chair-person - normally for formal meetings only)
- Writer's initials, file reference and date (useful on all types of meeting notes)

Normally the items and points within each item are numbered 1.1, 1.2, 1.3, etc., then 2.1, 2.2, 2.3, 2.4, etc.

Importantly, all actions agreed in the meeting need to be allocated to persons present at the meeting. It is not normally appropriate or good practice to allocate an action to someone who is not present at the meeting. Actions that are agreed but not allocated to anyone will rarely be implemented. Responsibility for actions can be identified with a person's name or initials as appropriate.

Action points and persons responsible can be highlighted or detailed in a right-margin column if helpful.

These days verbatim minutes (precise word-for-word records) are only used in the most formal situations. Modern meeting notes should ideally concentrate on actions and agreements.

Meeting notes (Minutes) template:

Heading: Date and Time: Venue: Present: Apologies for absence: In attendance:

notes, agreements and actions (change item headings as applicable)	person responsible for each action agreed

1. Approval of previous meeting notes/minutes:

2. Matters arising:

3. Finance/financial performance

4. Sales

5. Marketing and Business Development

6. Operations or Divisional Activities

7. Manufacturing

8. Distribution

9. Environmental

10. Quality Assurance, etc

11. Human Resources

12. Projects

13. Communications and Team Briefing Core Brief

14. Any other business

15. Date of next meeting

Time meeting finished:

Signed and dated as a true record............................
Writer's initials, file reference and date:

Remember:

- Minutes are always read at the next meeting.
- Copies must be sent to attendees before the meeting.
- After Minutes are read, they must be approved to confirm that they are an accurate record of the previous meeting.
- Two people second the minutes.
- The Minutes are dated and signed by the chairperson and secretary.
- If there are errors in the Minutes, these are corrected with the meeting's approval. Thereafter the Minutes can be approved and signed.
- Minutes of a meeting must be checked for accuracy and completeness

Example of completed Minutes:

Executive Committee Meeting

The Executive Committee of the ICANN Board of Directors met via teleconference on 10 April 2006. Chairman Vint Cerf opened the meeting at 4:06 PST US. The following Executive Committee Members attended the entire meeting: Vint Cerf (Chair), Demi

Getschko, Njeri Rionge, and Paul Twomey. John Jeffrey, General Counsel and Board Secretary, also attended.

The following items were discussed:

1. **Director's Travel Expenses**

The Executive Committee approved by a **vote of 4-0** the following **resolution**, which was **proposed** by Vint Cerf and **seconded** by Paul Twomey:

- Resolved (EC06.01), the Executive Committee hereby pre-authorizes the travel expenditures (estimated at approximately $8,500) for Director Raimundo Beca for travel to the Address Council of the Address Supporting Organization Meeting to be held during the RIPE 52 Meeting which takes place from 24 – 28 April 2006 in Istanbul, Turkey.

2. **Setting of Special Meeting Agenda for 18 April 2006**

After a full discussion regarding proposed agenda items from the ICANN Board and Staff, the Executive Committee approved by a vote of 4-0 the following agenda for the 18 April 2006 Special Board Meeting:

1. Review of Ombudsman Recommendations
2. Update and Status Report on Audit Progress
3. Status Report on proposed revisions to Human Resources policy
4. Discussion regarding Proposed Agenda Items for 19-20 May Board Workshop
5. Other Business

Other items proposed to the Executive Committee for addition to the agenda were put over to a later board meeting or to the May Board Workshop.

Interim Appointment for Chair of Board's Meetings Committee

The Executive Committee discussed the vacancy to the position of Chair to the Board's Meetings Committee left by the resignation of Michael Palage. The Executive Committee proposed and it was agreed by a vote of 4-0 the following resolution, which was proposed by Vint Cerf and seconded by Njeri Rionge:

Resolved (EC06.03), the Executive Committee hereby appoints Veni Markovski as the Interim Chair of the Board's Meetings Committee until such time as the entire Board of Directors receives a recommendation from the Board Governance Committee and acts to formally appoint a replacement to the Board Meeting Committee Chair vacancy left by the resignation of Michael Palage.

The Meeting was formally **adjourned** at 4:42 PM PST US.

. **Conduct a formal meeting**

9. Learning Unit 3

SESSION 3 SO 3 ***ARRANGE AND SUPPORT A PROJECT MEETING AND/OR WORKSHOP.***

Learning Outcomes (Assessment Criteria)	✓ Project meeting/workshop invitations and agendas are prepared and distributed in a time frame that allows for pre-meeting/ workshop preparation. ✓ Meeting minutes and other supporting documentation is distributed within agreed time frames after previous meeting/workshop. ✓ Meeting/workshop documentation is complete, accurate and stored in safe custody.

3. Arrange and support a project meeting and/or workshop

3.1 Meeting Terminology:

Formal meeting	A meeting which takes place according to fixed rules or regulations. Members determine these rules beforehand and then constitute or legalise them. Set agenda. Examples: management meetings, directors' meetings, etc.
Informal meeting	Does not have set form or pattern. Proceeds according to needs of members. Agenda prepared just before or during meeting.
Private meeting	Only attended by members who are invited.
Meeting in camera	Behind closed doors. Strictly confidential. Only members admitted. No outsiders allowed.
General meeting of members	Only attended by members, e.g. shareholders, members of a club. Members draw up the constitution of the meeting and only they may alter it. Members elect management from amongst themselves.
Management meeting	Attended by management only. Executive body of a society or business enterprise. Discuss goals of business or society.
Committee meeting	Small group which has been appointed to enquire into specific matter or carry out a specific duty. Could be ad hoc or standing, depending on the duration of tasks.
Public meeting	Attended by members of the public. Held so that public can become acquainted with aims and activities of particular organisation. Certain people can be prevented from attending.

	Resolutions adopted are not binding, but are merely recommendations to be presented for approval.
Conference	Meeting of experts. Specific subjects are discussed by guest speakers, who share knowledge and exchange views with attendees.
Symposium	Discuss and study a specific problem. Led by experts. Those attending contribute to the solution of the problem. Attendees can be broken up into working groups, which will report back to the chairman. Decisions or conclusions must be reached at the end of the symposium.
Seminar	Brief study course offered to attendees. Purpose is to train, inform or instruct about a certain task or subject.
Agenda	A list of issues to be discussed at a meeting. The items are arranged in a specific order.
Notice of a meeting	Sent to members to inform that a meeting will be held. Indicates date, time and venue of the meeting. Can also serve as an agenda if agenda is printed on the notice.
Minutes	A written account of matters discussed and decisions taken at a meeting.
Quorum	In order to take a vote at a meeting a quorum must be present. The minimum number of members who must be present for a meeting to be considered legal. The number needed is laid down in the constitution. Often half +1.

Motion	A proposal made by a member, to be discussed at a meeting. A vote is taken on the motion after it has been discussed. It usually must be submitted to the chairperson in written form before the meeting starts.
Resolution	After the majority of members have voted in favour of a motion, it becomes a resolution. A resolution is binding on the members and they must see that it is carried out.
Counter-proposal	A counter-proposal is usually made to oppose a motion that has been submitted. A counter-proposal is also lodged with the chairperson. A vote is taken after discussion of the motion and counter-proposal. The proposal which obtains the most votes, becomes a resolution of the meeting.
Amendment	An amendment is a proposal to change a motion. Can be done by adding, deleting or changing a word/ words in the motion. An amendment is proposed, moved and seconded. Then it is discussed and if the meeting adopts the amendment, it is added to the original motion. The motion is then discussed as a single motion and the meeting will again vote.
Debating	When a motion is submitted, it is debated or discussed. Everyone gets an opportunity. Debate is limited to a certain length of time.
Attendance register	Minutes should always indicate how many were present. If many members are present, an attendance register is passed around to be signed. Apologies are noted on the register. When minutes are

	drawn up, names of those who were absent without an apology are noted as such.
Point of order	Someone is out of order when s/he acts in a manner contrary to the rules, regulations or by-laws of a meeting. A person can be called to order by the chairperson.

3.2 Meeting procedure

Lobbying and caucusing

Before and during a meeting, certain interested parties will use lobbying and caucusing to **solicit votes** in order to have their interests promoted.

Lobbying means persuading individuals or groups with decision-making power to support a position you believe is right. You identify other stakeholders whose co-operation or influence you need and lobby people with power to act in support of the needs and interests of those who do not have direct power and influence. Lobbying can be used to influence anyone with power for example:

- *Parents can lobby the school governing body to provide after care at school*
- *Shoppers can lobby the manager of the local supermarket to stay open for longer hours*
- *Civics can lobby the council to write off arrears*

Lobbying is therefore used to persuade those with power and influence to support a position.

If you have a certain issue that you want approved during a meeting, you must:

- Target the right people - analyse who has the power to make a decision on your issue and target your lobbying at these people
- Build a lobby group - analyse who [individuals and organisations] can influence the decision-makers and try to mobilise them to support your issue.
- Prepare for opposition - analyse the opposition's position and develop counter arguments to that since they may also be lobbying the same person
- Think about your target audience - how the decision-maker can benefit from agreeing with you and include this in your arguments – most decision-makers will agree more easily if they can see how your proposals link to their concerns
- Never use blackmail or bribery or even gifts and favours to persuade someone. That is corruption, not lobbying.

Caucusing refers to informal meetings held with members before the meeting in order to try and sway their vote in your favour.

Establish a Quorum

An annual meeting should not be called to order until a quorum is present. A "quorum" is the number of members entitled to vote represented in person or by proxy for business to be legally transacted.

The actual quorum is usually defined in the governing documents and can vary from a small percentage to a majority of the members or even voting weight in the case where expenses are allocated according to percentages or some other formula besides equally. Once a quorum has been verified, the presiding officer announces the results and states, "The meeting will now come to order."

Review of Minutes

Organisations that only meet once a year typically do not approve minutes since few members are likely to remember what occurred at a meeting held a year ago. Minutes are typically distributed to attendees and the presiding officer states, "If there is no objection, the minutes are approved."

Reports of Officers and Standing Committees

Reports usually are given first by the President, followed by the Treasurer followed by standing committee chairs. Reports are usually information only and no motion to approve is necessary unless there are recommendations to be implemented. For example, the Budget Committee Chair may conclude by saying, "I move that homeowner fees be increased to R25." If such is the case, the motion should be acted upon.

Reports of Special Committees

Unlike standing committees, special committees do not have continual existence. They exist for the purpose of a specific project. For example, the Christmas Party Committee might be created to organise the Christmas outing. Special Committee recommendations often require a vote of the membership.

Unfinished Business

This refers to matters carried over from a previous meeting such as:

- Any matter that was pending when the previous meeting adjourned;
- Any matters on the previous meeting's agenda that were not reached
- Matters that were postponed to the present meeting.

The presiding officer should know if there are any items to be considered under unfinished business so they should be listed in the Agenda. If there isn't any, the Agenda can state "None."

New Business

In this category, members can introduce any new item for consideration. The presiding officer introduces the category by asking, "Is there any new business?" Any member can then introduce new items of business by making a motion and obtaining a second. Following the consideration of each item, the chair repeatedly asks, "Is there any further new business?"

This process continues until there are no additional business items to come before the assembly. This category is used for discussion purposes only. If the introduced topic requires a vote of the membership to approve, like an amendment to the governing documents, all members must be advised of it in the Notice of Meeting.

Adjourning the Meeting

At the end of a meeting, the organiser summarizes the decisions the group has made, lists the next steps, and assigns action items or tasks to participants. Typically, all action items should be carried out by people who attended the meeting, or people who report to them. It is usually less productive to assign work that results from a meeting to someone who wasn't represented.

To be courteous of people's time, end the meeting when it is scheduled to end and leave the room, especially if another group is using the room directly afterward.

Close the meeting with a review of what decisions you reached and what the next action will be. Everyone should leave knowing what's expected of them and when — by the end of the week, the end of the cycle, or the next meeting. End by asking everyone whether they thought the meeting was useful and, if not, what could be done better next time.

The presiding officer can adjourn the meeting without waiting for a motion to adjourn. He simply asks, "Is there any further business?" If there is no response, he states, "Since there is no further business, the meeting is adjourned."

If custom requires that a motion to adjourn be made, the presiding officer can ask, "Is there a motion to adjourn?" Once the motion is made and seconded, the presiding officer can ask, "Is there any objection to adjourning the meeting? Hearing no objection, the meeting is adjourned."

The Meeting-after-the-Meeting

Pay careful attention to "the meeting-after-the-meeting," where participants raise questions or key decision makers divulge opinions that were not expressed earlier. The text - and subtext - of the meeting after the meeting can be as important as the content of the meeting itself. A good facilitator will prevent the meeting-after-the-meeting from thwarting the decisions or changing the expectations of the original attendees.

Notes and Assignments

It's easy to walk out of a meeting room, go back to your desk, and immediately forget every change, decision, and new idea that your group came up with. Make sure that your meeting didn't happen in isolation by letting the right people know what was decided and what will happen next. Sending out complete meeting minutes may not be necessary, but make sure you have a system to keep track of what was decided and what assignments everyone agreed to take on, so you can follow up and keep things moving.

Upon returning to your desk, your first task should be to write up the notes of the meeting or prepare your covering note to attendees if someone else is preparing the notes. The recap of the meeting should be distributed within 24 hours so that participants can begin work on their assignments while the conversation is still fresh in their minds.

These notes may also serve as preparation for the next meeting, which could include a summary of the progress on each of these tasks.

3.3 Meeting etiquette

Even a well planned meeting requires attention to detail to stay on course and accomplish its objectives. As the meeting organiser, you're responsible for managing the course of the meeting and its final result.

3.3.1 Ground Rules

At the outset, let people know what you hope to accomplish in the allotted time. Even though the agenda is printed and distributed, it will help to restate the objective in your own words.

Meetings have different formats, each of which suggests a set of ground rules. For example, there are no bad ideas in brainstorming sessions, and speakers may or may not be permitted to interrupt one another.

Participants should understand whether they are expected to contribute to the conversation, or just listen. If you set clear ground rules at the beginning, it will be easier to keep the meeting on track.

To avoid interruptions, put telephones on "do not disturb" and turn off mobile phones or set to vibrate.

3.3.2 Seating Charts

Not just at highly structured meetings, but at many meetings, seating arrangements (published or unpublished) matter. Place guests of distinction in view of presenters, whiteboards, projection screens, or other points of visual interest. As organiser, you have an opportunity to determine where the most important guests will sit. If they choose their own seats, let other guests fill in afterward. Latecomers can fill in empty places.

3.3.3 Clock-watching

Set a beginning and end time for your meeting, and do not exceed it. This is a good way to keep people on track, and give you the leeway to put a courteous end to conversations that are not adding value. You can say, "I'm sorry to interrupt you, but I want to make sure and keep to our scheduled time." In addition, set an approximate time for each item on the agenda. If anyone is expected to be late, say so at the outset to set everyone's expectations.

3.3.4 Introductions

If any guests at the meeting have not met one another, introduce them. And if anyone's presence is likely to intimidate some of the guests, put them at ease by explaining the reason the person is sitting in. If the person is there to deliver bad news, get underway quickly.

When a new participant is asked to join a group, particularly a standing group that has already worked together, the facilitator or a competent team member should give the new member an overview as the participant first joins the meeting. Otherwise the group runs the risk of having to cover old ground. Then, the group can be invited to add anything else it thinks the new member needs to know.

3.4 The office bearers

The chairperson	The person who acts as the group leader.

Secretary	The member responsible for all the administrative duties
Treasurer	The member in charge of funds or finance of a club or society
Vice-chairperson	The person who deputises when the chairperson is absent

Powers and duties of a chairperson:

- The Chairperson is the person in charge of running, directing and completing a meeting.
- The Chairperson is either elected by the collective membership of a formal meeting or is appointed by an organisation's senior management.

The Chairperson:

- Ensures that the meeting is properly constituted
- Presides over the meeting in accordance with the agenda (listed order)

- Ensures that all discussions are relevant
- Maintains good order
- Manages time spent on each topic
- Summarises arguments for and against
- Exercises a casting vote
- Announces results of votes
- Grants permission for members to leave early
- Adjourns the meeting
- Ensures that all instructions and decisions are carried out

Duties of the secretary:

- Arranges and prepares the venue
- Drafts the notice and agenda
- Distributes notice and agenda to members
- Circulates attendance register to be signed
- Notes starting and closing time of meeting
- Notes important points of meeting
- Compiles, types and files the Minutes
- Handles finances in absence of treasurer
- Counts votes in absence of voting officer

- Ensures that venue is cleaned afterwards

3.5 The Organiser's Role

Good meetings are products of good leadership. Take charge and make it clear that you intend to keep the discussion timely, useful, and relevant. Begin by writing the meeting goal on the whiteboard to remind everyone why they're there.

If you've asked people to do some kind of homework and they haven't done it, stop and reschedule the meeting. It won't pay to continue, and meanwhile you'll send a strong message that preparation is not optional.

Remember, the person who leads a meeting is a facilitator whose opinion is best expressed through a restatement of or agreement with comments from others. This encourages the group to take ownership of what is decided.

The most effective facilitators also bring lots of energy to the meeting, and a sense of humour.

Show your colleagues that you respect their time by making sure a clock or timer is visible to all. At Google, facilitators project a four-foot-tall timer onto the wall to enforce the idea that meetings should begin and end on time.

Of course the number one way to get people to show up on time is to start on time. "My calendar is scheduled for the entire day," says Catherine Smith of software company Linden Lab, makers of the online virtual world Second Life. "If someone's not there at 8, then the meeting will go on without them. I'm not going to wait, because I can't."

Hank Lambert, director of business development at Cisco Systems, warns not to take this approach to extremes, however, especially in a meeting with co-workers who outrank you. "I usually wait for higher-ups," he says, "especially if I'm trying to convince them of something." If you have a senior exec who is habitually late, find out where s/he'll be before the meeting and escort him/her to the meeting place yourself.

Staying on topic is also key to maintaining a schedule. If the conversation runs off the rails, refocus the group by saying something like: "Interesting, but I don't think we're advancing our goals here. If I could, I'd like to return to the agenda." This is where an agenda becomes invaluable: Without one, it's far too easy to get sidetracked. When a tangent turns out to be important, don't let the rest of your schedule go out the window. Decide whether it's worth pursuing and direct the conversation accordingly: "We're talking about a new issue — do we want to swap out one of our agenda items to continue discussing it?"

The best facilitators are able to advance the agenda gracefully without participants' realising they are being guided. Here are some suggestions for seamless participation.

According to A. Barbour, author of "*Louder Than Words: Nonverbal Communication*" only 7 percent of communication is what we say — the rest is how we say it. Pitch, volume, and rhythm carry 38 percent of a message, while body language, facial expressions, and eye movement account for 55 percent.

As a meeting facilitator, you can use non-verbal cues not only to communicate your message but to influence the group dynamic and make all attendees feel included. When people speak during meetings, often they'll look at the facilitator. Avoid their eye contact and look at other members of the group, which will encourage the speaker to do the same.

- Be a model of honesty and integrity in the meeting.
- Use the agenda, but don't refer to it outright. Let the words you say steer the conversation so that it's clear you are leading the meeting, not the piece of paper.

- Give everyone an opportunity to contribute, and if someone isn't participating, offer them the floor. In doing so, though, try not to let the person feel put on the spot. Don't let an awkward moment arise as the person tries to think of something to say.
- When asking for input from the group, let each person speak for a set period of time, for example, 2 minutes.
- The people who talk a lot will usually try to continue beyond 2 minutes, but will still feel the pressure from the group to limit their comments.
- Hold people to things they've said or committed to earlier in the meeting or in previous meetings.
- Point out contradictions in what people say, by way of encouraging the group to determine ways to resolve those contradictions.
- Examine body language for nonverbal disagreement, conflict, anger, or other signals that not everyone is in agreement.
- Let people finish what they are saying. If someone interrupts, direct the conversation back to the previous speaker to let him or her finish.
- Ask follow-up questions that show the speaker's point was heard and that challenge the speaker to finish an incomplete thought.
- If someone steers off course, acknowledge the valuable input in what was contributed but show how it can be applied to the topic at hand.
- One of your most important roles is to create a warm and friendly atmosphere so members feel free to express themselves.

- Be interested and enthusiastic-enthusiasm can be contagious. Have a positive attitude.

- Your job as facilitator will take all your attention. You are not a participant as much as you are the "conductor" of the meeting-directing the flow and energy of that meeting. You will be looking at participants' body language, listening carefully to what they say, drawing out those members who are not speaking, and gently moving the meeting along when a member monopolizes conversations. You will not really have time to take minutes (and we know how minutes are essential in recording meeting developments and also in reminding you and group members of follow-up actions that are needed). Rather appoint another person to take minutes.

- Set out ground rules for the meeting, including, for example, the expectation that everyone participate, no judgement statements during brainstorming sessions, and that there will be an ending time, and state that time.

- Keep the discussion on track. The agenda will drive these discussions.

- Pace the meeting and observe specified time limits for agenda items--this will allow everyone a chance to speak and helps ensure that all issues on the agenda are covered. However, be sensitive to the need for discussion. Allow the group to talk things through. If they want more time to discuss an issue, adjust the agenda. Recognise when there is consensus and move on. Be gentle but firm with people who speak too long or get off the subject-a simple "let's move on" or "thanks, now let's hear from someone else" can be very effective.

- Call group members by name. This personalises the discussion and also assists the recorder in accurately noting who shared their opinions.

- Avoid stating that a person is wrong for any idea or opinion that is expressed; rather ask for other comments and ideas on the subject. Remain open-minded and democratic. Allowing the free flow of expression allows for creative thinking.

- Ask open-ended questions (why and how) to stimulate discussion; for example, *How to do you think that will impact the project?* vs. *Do you think that will impact the project?* which dead ends with a "no" or "yes" response.

- Listen carefully to each person. Make sure you understand what the speaker is saying. If you're unsure, try restating it or ask the person to clarify.

- Be certain that the entire group is involved in the discussion. Encourage everyone to speak by simply asking those who haven't spoken for their opinion on the issue at hand.

- Be aware of people who look confused or lost, and restate questions or ideas. Summarise key points when necessary.

- If problems arise, remain neutral and calm. Call on members for assistance and resolution; it shouldn't all be on your shoulders.

- Use appropriate humour-it can release tension and get people talking.

- Summarise conclusions or decisions at the end of the meeting.

- Leave time for questions. Otherwise, your meetings will seem like one-sided dialogues.

- Recognise achievements, big and small. All people want to feel valued.

- Bring the meeting to a satisfactory end:

    - Tie up loose ends. Avoid hasty decisions simply because time has expired.

- Table unresolved issues until the next meeting.
- Plan the next meeting. Set the date, select the place, and develop a preliminary agenda, which should include any unresolved issues from this meeting.
- End the meeting on a positive note. This will also encourage members to follow-up on any actions they've agreed to do.

An important note: After the meeting ends, review the minutes of the meeting. You are responsible to see that all follow-up plans are put into action-another reason why complete and reliable minutes are so vital.

4. Chairing brainstorming meetings

Sometimes meetings are held in order to pool knowledge and ensure that everyone is on the same page, but at other times meetings call for more creative input. Such meetings may be held to come up with:

- A new product or service
- A solution to a problem
- Potential project partners

In these situations, a brainstorming session may be exactly what you need. The terms “brainstorming” and “meeting” may seem contradictory—given that creativity requires time and meetings are limited by it—but the two may be reconciled. The following articles from BNET [2] suggest ways for people to become more creative in a productive way.

4.1 What's the difference between brainstorming and analysis?

Before starting, you need to make sure that brainstorming is the right way to tackle your problem. Brainstorming is best done when you need to innovate, or come up with new ways of solving problems. If you cannot decide between several solutions, you should consider their pros and cons in an *analysis* session. In this case, brainstorming is not the best tool, as it will just result in additional solutions which are not necessarily preferable to the existing ones.

4.2 "The Right Way to Brainstorm"[3]

The term brainstorming dates to the 1953 book, "Applied Imagination", by Alex Osborn, in which he first articulated how a well-managed group could generate more ideas than the same number of individuals thinking on their own.

His four key principles were:

- Focus on quantity instead of quality
- Allow no criticism
- Welcome far-fetched ideas
- Encourage the group to improve ideas by combining them.

Here's how to avoid common mistakes and get the most out of any ideas meeting:

- **Choose participants carefully**

First, make sure that you're the right person to lead (or "facilitate") the brainstorming session. Good facilitators are enthusiastic, knowledgeable, tactful, and good leaders—their job is to ensure that the group is collaborating during the session. Don't hesitate to ask a colleague to facilitate in your place if you think you might not be the best person for the job: in fact, it is sometimes best to use someone who is distanced, and thus more objective.

Second, make sure that there are more people attending the brainstorming session than those who show up at regular meetings. Those familiar with your business, department, or team will need to be present, but you should also consider inviting other co-workers whose talents and experience—although they do not work on your projects on a daily basis—will benefit the discussion.

Some have first-hand experience with the issue at hand; others are natural problem solvers; and others come up with innovative ideas. Try to tap in to and take advantage of these different talents. Remember that most people are glad to be asked for help. However, it's best to not expect too much: if someone says they can spare you an hour, don't take up two hours of their time. Afterwards, always remember to say thank you.

Typically, people are less apt to suggest bold, unconventional ideas in front of direct superiors.

If you're a manager, select a neutral party, ideally a professional facilitator, to lead your brainstorming session. (If you can't hire a pro, at least recruit someone from another team or department.)

Assign one participant to record ideas, and make sure s/he knows to write down everything, even the nonsensical ones. In addition to core members of your team, invite guests from other parts of your company — outside perspectives often help spark unexpected ideas. The total group should number no more than 12. (Big groups allow participants to hide in the background, and you'll run out of time to hear all ideas.)

- **Assign pre-meeting homework**

Precious meeting time can easily be wasted getting people up to speed. Meanwhile, good ideas don't come out of nowhere — they're often the product of focused attention and mental struggle. When you first invite participants to the session, tell them the one problem you want to solve and provide any relevant background. This is also a good time to set the ground rules of the meeting (i.e. no critical comments). Tell attendees you'd like them to show up with three ideas, to ensure they will think about the problem ahead of time.

- **Start with an icebreaker**

An icebreaker is important to get everyone in the right frame of mind for a brainstorming session. Get everyone communicating on the same level by having them introduce themselves, but instead of giving "name/title/length of time with company" they must tell everyone something silly, like what their nickname would be if they were a professional wrestler.

- **Don't tolerate criticism**

One of the most important rules is to require everyone to withhold comments and reactions to each other's ideas. Even an eye roll can stifle creativity: if people are worried that others are judging their ideas, they'll probably just keep their mouths shut. Remain open to even the most outrageous — or most stupid — ideas. An offbeat remark might end up triggering a good suggestion from someone else.

- **Encourage collaboration**

Lead participants to build on each other's' ideas with a sense of collective momentum. Focus on quantity, not quality, with comments like, "Wow, we've got 40 ideas.

Let's see if we can get to 50." Towards the end of the meeting, when there's a lull in the generation of ideas, encourage people to see if they can combine ideas in order to improve them.

- **Evaluate later**

Postpone any criticism or weeding out of ideas to the end of the session (or even to a later meeting). Because evaluating ideas and generating ideas are two different brain functions, people can't easily switch between the two. In other words, creative thinking ability shuts down the minute you start analysing.

- **Don't get discouraged**

Brainstorming sessions are a form of exercise: it takes time to get in shape. If your first meeting doesn't generate many ideas, consider it a practice run. Brainstorming isn't about any one meeting but the rigorous practice of increasing your team's problem-solving capacity over time.

4.3 What's the best time for brainstorming?

Given that different people reach their "peak" at different times of the day, it may be difficult to find the right time of day for the brainstorming session.

For example, some people perform best early in the morning, while others have lower energy levels in the early afternoon. It is a good idea to have these meetings before lunch— this way you will have a break that everyone can look forward to.

4.4 What do I do if energy levels drop?

Keep up the energy levels by staying positive. If you sense that energy is flagging, provide the group with a measurable but achievable goal, such as, for example, "Let's think of five more ideas before breaking for lunch."

4.5 Decide what you want to achieve

Although brainstorming allows people to think creatively about things, it will only be an effective means to tackle a problem if you have specific goals. You do not need to worry about the potential outcome at this stage, as this would restrict the participants' ideas—but you *do* need to keep your final goal in sight.

4.6 Choose the right place

If the meeting is likely to continue for some time, make sure to schedule short refreshment breaks. This will allow people to stretch their legs, and will give them a chance to check their inbox and voicemail.

Good brainstorming venues are well-lit, spacious rooms. Other useful considerations include:

- Try to find a quiet room where you will not distract your other colleagues. If your budget allows you to hire a room outside your normal office building, go for it—such a step will reinforce the idea that you're taking the event seriously, and that you're trying to move beyond established thinking and procedures.
- Make sure you have a whiteboard and paper and pens to note ideas.
- Create an informal atmosphere: avoid assigned seating, and try to use a round table.
- Ask people to turn off their cell phones to avoid possible distractions.

4.7 Facilitate

At the beginning of the meeting, explain why you are having a brainstorming session. You may need to interrupt during the session, to bring the discussion back on course.

As the facilitator you should:

- Make sure everyone participates.
- Encourage everyone to think of as many ideas as possible.
- Write down all suggestions on the whiteboard, flip chart, or large pieces of paper. Having these clearly visible around the room may encourage further ideas.
- Avoid criticising suggestions, however outlandish they may at first appear. Doing this will break the flow of ideas and make the meeting rigid. Plus, you risk dismissing an idea that could lead to the ideal solution.

4.8 Translate the ideas into practical solutions

Once you have your list of ideas, you need to rank them in order of practicality. Will any of them actually work? If you are asking the brainstorming team to evaluate the ideas, ask them to identify their top five ideas, and reject those that are too outlandish.

Once you have compiled a top-five "master" list, evaluate each option, keeping in mind the following considerations:

- Cost (including staffing costs and other overhead)
- Time required
- Competition

- Legal issues
- Drawbacks

If either the project at issue or potential solutions are too controversial or represent a radical departure for the company, you should immediately discuss them with senior decision-makers. Unless you are the final decision-maker, you'll need to inform the relevant parties as early as possible so that you can anticipate any potential fallout.

4.9 Close the session appropriately

At the end of the session, thank everyone for their time and cooperation and inform them of what is to happen next.

Record the meeting's notes (minutes) as soon as you can. The longer you wait to write them down, the more likely it is that they'll make no sense and that you won't be able to decipher them. If you want people to read over the minutes, send them round as soon as you've finished them and provide a deadline for feedback.

What to avoid:

- **Not doing a reality check**

If you're leading or facilitating the brainstorming session, remember that although an idea may appear to be exciting, it's not necessarily beneficial in the long-term. Some sort of monitoring is required to make sure that only viable ideas end up being implemented. If you have misjudged timing or context issues, you risk making costly mistakes.

- **Not being receptive to new ideas**

Often the most obvious ideas are dismissed because they threaten the status quo. Bottled water provides a good example—it was launched at a time when drinking water was considered to be a commodity that was freely available to all. However, what originally appeared to be a business failure has become a major sector of the soft drinks market. Always ask yourself: on what basis am I rejecting this idea? It might be the next bottled water!

5. Conducting a workshop

A workshop is a series of educational and work sessions. Small groups of people meet together over a short period of time to concentrate on a defined area of concern.

Purposes for workshops may vary:

- Informing
- Problem-solving
- Training

Workshops are an extremely flexible and effective method for training, learning, development, change management, team building and problem solving, and virtually any organisational or project challenge, for example, a project team could define goals and non-goals of the project, identify stakeholders, sketch work packages and set up the proposal writing procedure.

Typically, a workshop has **two components**:

- **Technical**; for example, presenting theory in the form of lectures and readings

- **Applied**; for example, doing a project, producing a product, or writing a paper

Workshops combine training, development, team-building, communications, motivation and planning.

Participation and involvement of staff increases the sense of ownership and empowerment, and facilitates the development of organisations and individuals.

Workshops are effective in managing change and achieving improvement, and particularly the creation of initiatives, plans, process and actions to achieve particular business and organisational aims.

Workshops are also great for breaking down barriers, improving communications inside and outside of departments, and integrating staff after acquisition or merger.

The best and most constructive motivational team-building format is a workshop, or better still series of workshops, focusing on the people's key priorities and personal responsibilities/interest areas, which hopefully will strongly overlap with business and departmental aims too.

Workshops can be integrated within regular monthly team meetings - an amazing amount of motivation progress and productivity can be accomplished with just a 90 minutes workshop per month.

Workshop facilitation by a team leader or manager develops leadership, and workshops achieve strong focus on business aims among team members.

Workshops are very effective for training too - workshops encourage buy-in and involvement more than conventional training courses because they are necessarily participative, and the content and output are created by the delegates.

Also, the relationship between workshop facilitator or presenter and delegates is participative, whereas a 'trainer' is often perceived as detached, and the training material 'not invented here'.

Tips on designing workshops:

- Prior to the workshop session identify and agree via consultation with the team the aim/opportunity area to be addressed. Think about and then agree openly your aim(s) for each workshop or and/or session. Invite suggestions from delegates beforehand as to workshop subjects and aims if you want to maximise commitment and empowerment.
- It's also important to decide workshop objectives in relation to the team's 'maturity', experience and development, i.e. to understand and agree the level of freedom and responsibility to give the team during workshops, and in agreeing workshop follow-up actions and responsibilities.
- Set suitable date and venue for meeting and issue agenda
- At the start of the workshop, introduce aim and process - agree expectations - answer queries. (5 minutes)
- Brainstorm the ideas and opportunities with the whole group – a flip chart is best. Unless you have a good reason for using laptops and projector, have the delegates use flip chart paper and coloured marker pens, and hang the sheets around the walls. This enables delegates to be far more dynamic and creative than modern technology media. (10-20 minutes)
- Think about the sort of people in the workshop groups and provide tools, materials and methods that they will be comfortable using. Encourage people to use creative methods that are appropriate for their personal and learning styles: visual, spatial,

creative people enjoy working with flip-charts, colours, 'post-it' notes, etc.; people-centred individuals and teams enjoy human interaction - role-plays, discussions, mutual interviews, etc. and logical, numerate, process-oriented people are happier with more structured planning tools and computers.

- Split big groups into pairs or threes and ask them to come up with outline actions/initiatives/plans to achieve agreed purpose/aim - this is more dynamic and produces more ideas - and gets the whole group working better, particularly when they present ideas and review with the whole group. As with teambuilding exercises, if you split into sub-teams of more than four it's advisable to have each team appoint a leader, or things can be chaotic and some members become 'passengers'. (20-30 minutes)
- Have groups present back their ideas - review and praise positives aspects in each, and gently agree areas which would benefit from improvement/refining. (maximum 5 minutes per group)
- Then task and agree for groups or individuals to refine outline plans into clear objectives (SMART principles), during the workshop, or afterwards to be fed back to manager, which can then be followed up and coached during implementation.
- Follow up, coach, encourage, support and invite ideas for future workshop items and process improvements.

Facilitating effective workshops is a skill that comes with experience. Effective workshops require a facilitative and enabling approach - not a directing autocratic style, so concentrate on enabling and providing tools, knowledge, mechanisms, freedoms, processes, information, etc., that open people's minds and make connections between tasks and people, in an enjoyable, constructive and liberating way.

“Good fortune is what happens when opportunity meets with planning.”

– Thomas Edison