

Public Speaking
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Lecture: 44
Meeting Management

Good morning friends and welcome back to NPTEL online certification course on Public Speaking. My dear friends, last week we discussed interviews and I am quite hopeful that by this time, most of you might either be waiting for or might have appeared at interviews and many of you also might have got jobs. But one of my students who has recently joined a very famous organization when asked about his experiences told me in a very low-spirited voice- "Sir there are so many meetings and sometimes these meetings continue till late." Dear friends, I have titled today's lecture as meeting management and we are going to talk about the importance of meetings, their requirements and also their significance for you as a public speaker, who too have at times, either to participate in quite a good number of meetings or to address several meetings, conduct several meetings.


One has to remember the fact that meetings today have become very much significant, fine and it is actually meetings through which we come to know about many new things. We also come to know about new planning and we also come to see how certain decisions could not be taken without a proper meeting. Now, you might all be eager enough to know why meetings are so important? Why life could not have been as easy without meetings.

So, let us take some experiences and some quotes from some books. one of them by Anthony Jay who in his book how to run a meeting what he said is----




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Meetings

- ❖ *"Meetings fulfil a deep human need. Man is a social species. In every organization and every human culture of which we have record, people come together in small groups at regular and frequent intervals, and in larger tribal gatherings from time to time. If there were no meetings in places where people work, their attachment to their work would be less, and people would meet in societies, clubs, or pubs when work was over."*
 - Antony Jay, *How to Run a Meeting*
- ❖ *"Meetings are the fulcrum...the central nervous system of an information society, the centre stage for personal performance."*
 - George David Kieffer, *The Strategy of Meetings*



Meetings
are culture building
activities.




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What do we come to discover out of this? That without meetings we do not feel a sense of attachment to our vocation, to our job. Another important experience that George David Kieffer shares in his book *The Strategy of Meetings*, he says--- “Meetings are the fulcrum”, fine? Look at the word--- meetings are the fulcrum, the axis,’ I mean the central nervous system of an information society the center stage for personal performance.’

Now after this lecture you will understand how meetings are very much important. But then we must also try to understand what actually are the purposes of a meeting. We have in one of the lectures while we’re discussing group discussions, we could find that group discussion was also a form of discussion. It was just like meeting, but there are certain differences that we shall also deliberate upon.

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Purposes of Meetings

- ✓ To share information and issues
- ✓ To generate new ideas
- ✓ To exchange ideas, and experiences
- ✓ To arrive at widely acceptable decisions

Are you lonely?

Tired of working on your own?
Do you hate making decisions?

HOLD A MEETING!


You can –

- See people
- Show charts
- Feel important
- Point with a stick
- Eat donuts
- Impress your colleagues

All on company time!

MEETINGS

—THE PRACTICAL ALTERNATIVE TO WORK—



- ✓ To communicate information to a group
- ✓ To discuss new ideas, proposals and plans
- ✓ To discuss and sort out complex situations
- ✓ To resolve conflicts and confusions

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Now the purposes of meeting are to share information and issues, to generate new ideas, to exchange ideas and experiences and to arrive at a widely acceptable decision. You will find that in a meeting just like in a group discussion we have certain dual roles. One role as the chairman of a meeting as a person who conducts the meeting and the other is that of a participant. So, one of the purposes of meetings is to communicate information to a group.

Imagine you are the CEO or the head of a particular unit. You actually have to discuss new ideas from time to time and in case there is a complex situation and you need to arrive at some resolution or some sort of decision you are going to take, actually you go for a meeting. Sometimes in order to resolve certain conflicts either internal or external, you actually also call a meeting and in meetings you will find that it is actually a face- to- face meeting of a particular unit of people who actually with the help of certain demonstrations.

Sometimes you have to demonstrate when you are trying to persuade your people about a new project or a new proposal or an innovative effort whatsoever, you are going to take or your organization is going to take, because the main motto is to impress upon your colleagues. Now, what actually are the functions of a meeting and what is expected of you as a participant in the meeting.

Meetings actually help all of us develop a sort of team spirit because the focus may shift from individual aspiration and concerns of the employees to the broader goal and vision of the organization at large. What do we want to do in another 10 years from now? I mean, planning. Meetings also help us generate group culture because nowadays organizations have

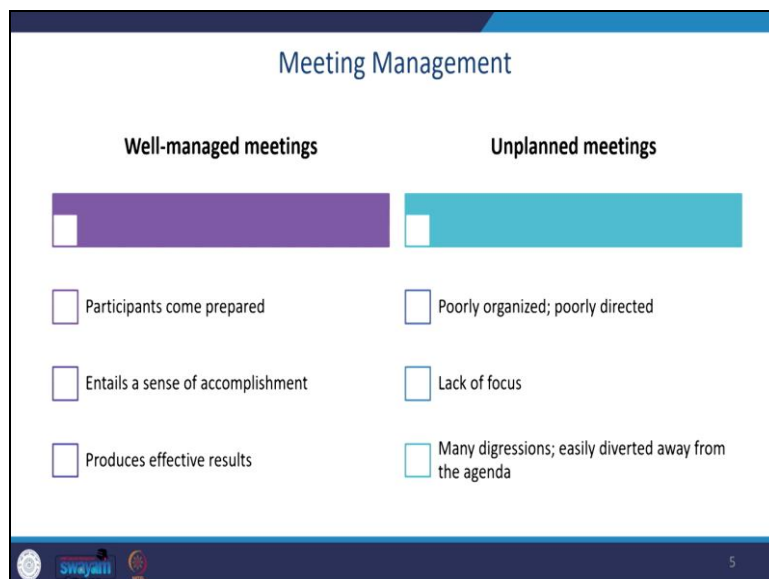
people from different cultures, different countries, different languages, different backgrounds. So, their experiences are pulled in and shared among the members you are enriching each other.

Sometimes you will find that certain collective purposes and focuses are also clarified. In meetings one can also come across that how status is also demonstrated meetings actually serve to showcase the position influence expertise knowledge and authority of the participants during the process of interaction. That is why an entry level employee in the beginning feels himself quite lost he comes to know many people.

People at certain positions fine? And then meetings also help serve the imperative human need of socializing what if there were no meetings, what if people will not be able to talk to each other mix with each other. So, meeting actually provides you with this sort of facility where you feel to make your acquaintances with other and you communicate with them in order to know certain things.

Now, meetings can be properly organized this it can be badly organized you will find that sometimes the meetings are very just before any notification and just on the spot there can be a meeting, that is called emergency meeting. When some critical juncture is there we have to call a meeting.

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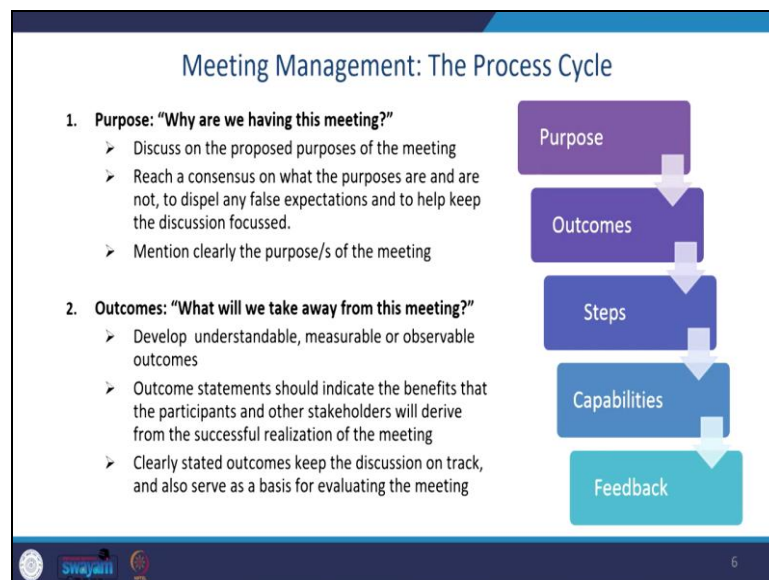


But most of the meetings are organized and for that notices are given well ahead of time and it actually gives every individual or member or participant to think of if they come to know

about the agenda of the meeting that is why when a notice for the meeting is given, the agenda is also attached. But if there is an unplanned meeting fine sometimes we have also to have a sort of unplanned meeting but that is only during critical junctures and in unplanned meetings you can come across several digressions, fine.

We do not stick to the agenda we may not be able to take some effective decision or results. Now for a successful meeting to be managed we actually require a sort of process we can call that the process cycle meaning thereby as a person who has called the meeting and all those who are going to attend the meeting one question that needs to be mulled over is why are we going to have this meeting. What could be the outcome of this meeting take away, is not it.?

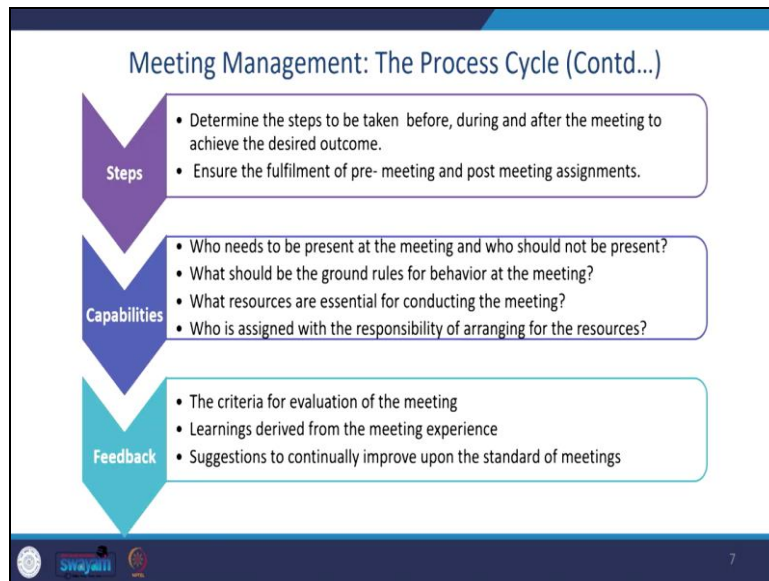
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So, unless and until we have done a proper homework about the meeting because finally we have to reach either a consensus or to a sort of difference so, that is why when we plan a meeting well ahead of time we actually provide a proper agenda. So, we need to understand the purpose the outcomes the steps that can be taken and you know people especially at the lofty positions are they think of the steps that will be taken.

That these steps are already in their minds but they simply want to take the acceptance and the consensus of others fine because they know who can have what sort of capability and finally based on the feedback then we come to a sort of decision.

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Now what are the steps the steps to be taken both before during and after the meeting actually can help us reach the desired outcome. So, we should always try to ensure the fulfilment of both pre-meeting and post meeting assignments. So, when you call a meeting you have some pre-meeting agenda and you must also see that if it is not going to have a sort of favourable opinion among the members, then what could be its outcome.


Now, one must also decide who could be the part of the meeting, I mean, capabilities potentials what actually should be the ground rules or behaviour sometimes we are also provided with find some ground rules. What are the resources required for conducting the meeting and a sincere manager a person who is future looking always sees to it that who can be assigned which responsibility?

And then after the meeting is over and even before as well one must also try to understand the criteria of evaluation of the meeting what could be the proper outcomes and then how the suggestions that have come out of this meeting can be implemented. Now all of us at some point of time as I have said earlier that become a part of the meeting or become a person who is at the helms of affairs. So, one must also know what could be are the roles in the meeting there can be several persons who can have to play several roles. Life is full of roles and each man in his capacity has to play some role.

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Roles in a Meeting

- ❑ **Chairperson:**
 - ✓ Provides overall leadership for the meeting.
 - ✓ Aligns the group members to the meeting – states the purpose, agenda, significance and expected outcomes.
 - ✓ Builds a climate for discussion and open dialogue.
- ❑ **Group Members:**
 - ✓ Share collective responsibility for the success of the meeting – obey the 'ground rules'.
 - ✓ Commit to the schedule defined.
 - ✓ Show active participation – share ideas, respond to questions, give feedback.
 - ✓ Contribute productively – State your input/idea – Situate your idea within the context of the meeting – Corroborate your idea with reasoning and evidence – Ask the participants for feedback on your input.
 - ✓ Demonstrate active listening skill.
 - ✓ Pay attention to process, to content and to outcomes of the meeting.
 - ✓ Follow up on the action plan agreed upon at the meeting.


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Chairperson: it is actually the person who can provide leadership for the meeting such a person actually gives a call for the meeting states the purpose, provides the agenda significance and expected outcomes that is why when the notice comes will also see how notice is given and how agenda is prepared. So, he actually tries to build a climate for discussion a proper ambiance. Let there be an open dialogue.

So, that we can come to a proper conclusion and then as a group members group members are also roles these roles are not like the rules that we have discussed in group discussions where every individual has to apply his part well. Here, collective responsibility for the success of the meeting has to be ensured we also should see that we should keep ourselves to the schedule that has been defined we must participate here fine.

We must participate and put forth our ideas and one thing that is true both in GD as well as in meeting is that of effective listening. Listen to issues subjects, discussion properly and one must also be vigilant about the outcomes of the meeting and finally if a follow-up action if a follow-up plan is are to be taken one must also ensure that one will have to participate not only as a participant but also has to play a role or take the task which has been assigned to him.

In meetings you will find that there are some people who can record. In some meetings we have a secretary who actually records or jots down.

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- ❑ **Recorder:**
 - ✓ Captures the basic idea of speakers visibly – on a white board or a flipchart.
 - ✓ Clarifies ambiguous statements and vague ideas.
 - ✓ Records the proceedings of the group process – arguments, decisions and actions agreed upon.
 - ✓ Prepares and hands out meeting minutes to the participants.
- ❑ **Process Advisor (Facilitator):**
 - ✓ Applies the principles and techniques of group process (decision making, problem solving).
 - ✓ Provides suggestions for improvement during the meeting based on his/her observations of the group process.
- ❑ **Resource Person/Content Expert:**
 - ✓ Carries out extensive research on the issues pertaining to the topic of the meeting – brainstorming, organizing the ideas, goal setting, resolving conflicts, problem solving, planning for action, assigning roles.
 - ✓ Provides background information to the group when needed.

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So, the person who records captures the basic idea of speakers visibly you will also find that if there are certain ambiguous and vague ideas. So, clarification is to be sought fine and the proceedings of the entire meeting say for example arguments decisions actions agreed upon all these are recorded and then after the meeting is over sometimes it can be provided in the form of minutes. Now there is another person who has one role as that of a facilitator.

So, the facilitator applies the principles and techniques of the group process and also provides suggestions for as to how things can be improved during the meeting. Now in certain meetings you will find that when a new person, say for example, an external resource person comes to tell us about some new product or about some new procedure or somebody who is an expert, such people also can be invited to meetings in units in small groups.

Now such people have a role to discover or to share their extensive research on the issues which are actually pertaining to the topic of the meeting. Suppose we want to go for a new thing in our unit or our department. So, before that we would like to hear from the concerned person about it. So, for example if I am going to have a language lab in my department naturally I would like to invite a person who is an expert in that and who knows well about the software and whatsoever and then through that I would also like my group members to be familiar with so, that later it can be transferred to other people.

So, such a person who is a resource person provides background information to the group when needed and there can be you know clarifications and in terms of certain complexities and ambiguities some clarification can be always sought. Then in every meeting there is a

time keeper because you know as nowadays we have a flurry of meetings every now and then and that is why we need to have sometimes short meetings.

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Roles in a Meeting (contd.)

- ❑ **Timekeeper:**
 - ✓ Assists the facilitator to keep a track of the schedule of various agendas.
 - ✓ Helps the group to start and end on time and to manage time during the meeting.
- ❑ **Process Observer:**
 - ✓ Monitors the interaction and proceedings of the group.
 - ✓ Refrains from active participation in the discussion.
 - ✓ Presents a report at the conclusion of the meeting.
- ❑ **Administrator**
 - ✓ Ensures the availability of the booked venue.
 - ✓ Checks that the technical equipments are available and working properly.
 - ✓ Takes care of refreshments for the group members.

"Each meeting is a miniature management cycle."

*—Richard Dunsing
You and I Have Simply Got to Stop Meeting This Way*

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So, time keeper actually assists the facilitator to keep a track of the schedule of various agenda items. Time keeper also helps the group to start and end on time and to manage time during the meetings but of course when it is a long meeting it becomes even very difficult for the time keeper. And then there is an observer who does not participate that much, but he is simply an observer. He may be an external person, fine, but he presents a report after the meeting is over he provides the conclusion of it.

There is an administrator who ensures, I mean, the physical necessities the acoustics the venue fine the technical equipments and also sees to it that people are properly treated with proper refreshments and all. Richard Dunsing in one of his observations, *You and I have simply got to stop meeting this way* when he says---“ Each meeting is a miniature management cycle”, meaning thereby meeting is to be managed properly and that is why we have titled this lecture as meeting management.

Now imagine that you are not only a participant but in the years to come when you grow when you mature you also may have to assume the role of a chairperson in the meeting. What could be your responsibilities Anthony Jay whom we have already referred to in the beginning from his book how to run a meeting says.

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Chairperson: Responsibilities

"Just as the driver of a car has two tasks, to follow his route and to manage his vehicle, so the chairperson's job can be divided into two corresponding tasks, dealing with the agenda items and dealing with the people." — Antony Jay in How to Run a Meeting

Pre-meeting

- Facilitate the development of the agenda.
- Ensure that the meetings are well-planned with clear agenda and defined outcomes.
- Communicate the agenda to the participants well in advance.
- Assign meeting roles (of facilitator, resource person, time-keeper, recorder, etc.).

Post-meeting

- Review the meeting – its success as well as fall-backs.
- Prepare notes on the outcomes of the meeting.
- Ensure that meeting minutes are accurate and are sent to the members on time.
- Schedule next meeting pertaining to the topic at hand.

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“Just as the driver of a car who has two tasks to follow his route and to manage his vehicle, so the chairperson's job can be divided into two corresponding tasks and what are these tasks dealing with the agenda items and dealing with the people.” The chairman sees to it that every agenda item is to be developed to be discussed. Discussion be invited on that light to be thrown on that and finally he sees to it what is actually the behaviour of the people.

And how because sometimes you may find people who might quite be opposed to some ideas and when you want them to be induced to, or you want to persuade as a chairman it is your right to practice how you are going to deal with such people. Now, there are certain tasks before the meeting pre-meeting.

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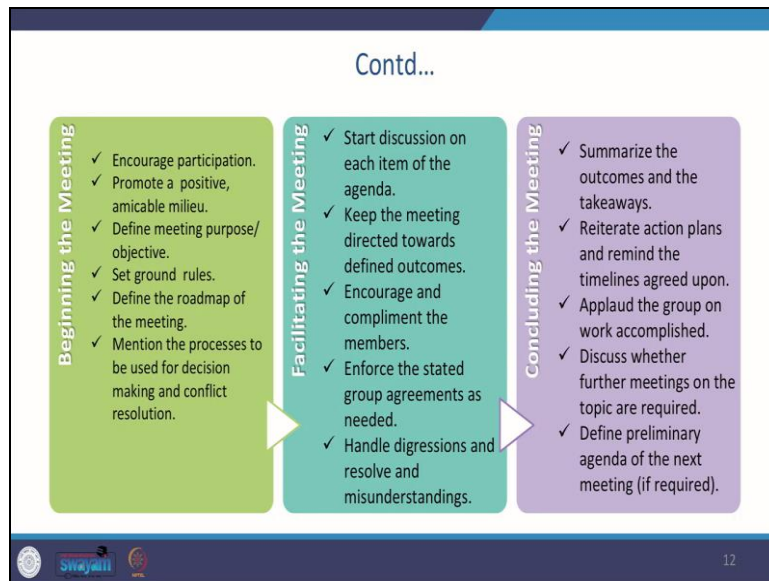
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So, decide the agenda, ensure that the meetings are well planned with proper agenda items and the agenda is to be provided much in advance so that people come prepared agenda items which actually include the items sequentially, where the chair person can assign meeting roles even beforehand---- who can be the facilitator, who can be the secretary, who can be the resource person who can be the recorder time keeper etcetera.

And when the meeting is over only calling a meeting is not enough. The meeting not only has to be conducted but the meeting should come with something very transparent, something very feasible and the conclusions that are made that have to be implemented properly. So, review the meeting---- whether it is successful or it only ended as a failure. Of course, the notes are there but then on the basis of these notes because one meeting is followed by another meeting see to it that in the next meeting.

Sometimes some proposal is not accepted in the very first meeting. So, from the fallout of the first meeting, take the cues and improvise upon how things can be made possible, how views can be converted into favourable ones, ensure that minutes are accurate because they become a part of record, people often refer to. You might have seen at times the sort of pandemonium that is made in many meetings and that is only because of the minutes, where something has been recorded and people refer to that sometimes they bring newspaper clippings and they say that this happened in the past and then this is actually a painful reminder. So, schedule next meeting pertaining to the topic at hand. Now having set the agenda, you are now going to begin the meeting, is not it? So, when you begin the meeting let at the first instance let there be a proper and warm atmosphere ambience so that every participant is encouraged.

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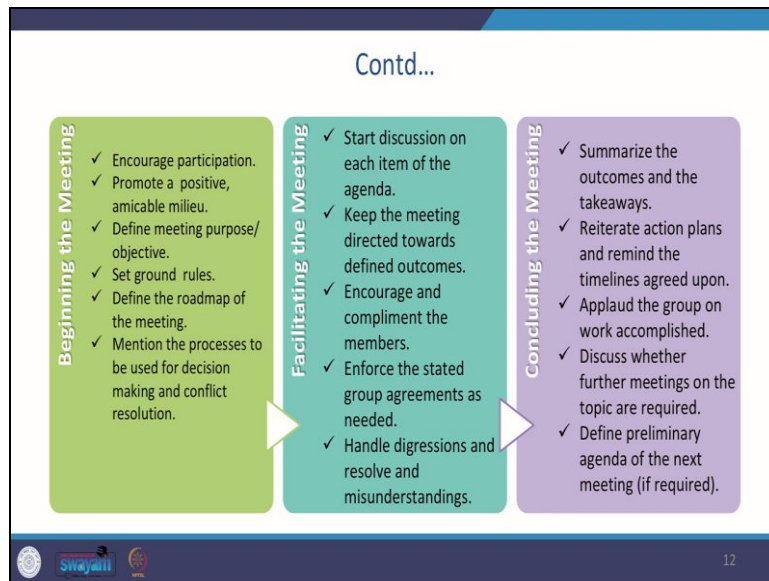


Promote a positive and amicable milieu define the meeting objectives and also define the roadmap if you are talking about future fine. So, define the roadmap and seek the suggestions of the members. Mention the processes that could be used for decision making and conflict resolution. Now while you are facilitating the meeting so discussion on each item of the agenda and see to it that meeting is actually oriented towards defined outcomes.

Complement the members from time to time that is a wonderful idea Mr. X fine enforce the stated group agreements as needed. And in case there are digressions you need to resolve them amicably because you know as human beings there are at times we can come across certain misunderstandings. And these misunderstandings can be clarified only through dialogues only through talks only through discourses.

Now when the meeting is to be concluded, see to it that things which have been resolved or discussed are summarized. One needs to reiterate I mean repeat the action plans and remind the timelines, if you have mentioned some time line deadline, deadline should not be dead line rather it should be timeline applaud or praise the group on the work accomplished discuss whether further meetings are required and then define preliminary agenda of the next meeting.

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And also you can ask from time to time what would be are the next meeting and when can we have the next meeting in this regard if you feel that a succession of some other meeting is also required. Now as I had been saying that all of us, have to at times, call for a meeting and all of us also are expected to participate in a meeting. But before that did I not say that notice is to be given and when you provide them the notice much in advance fine.

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Meeting Notice

- ❑ To conduct a meeting, send a written notice to all members of the group at least one week prior to the date of meeting.
- ❑ The notice for meeting should include:
 - ❖ The name and address of the organization
 - ❖ The date of issuing
 - ❖ The date and day of meeting
 - ❖ The time and venue of the meeting
 - ❖ The business of the meeting (should be included in the notice if the number of items is less; else, should be enclosed with the notice as annexure)

MEETING NOTICE!

Notice
August 10, 2022

The second meeting of the Executive Committee will be held on **Wednesday, 25 August, 2022**, at 5 P.M in **Room No. 16, Sehgal House**. The agenda is enclosed herewith. Please make it convenient to attend the meeting.

Arvind Kukreja
Secretary

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It's actually a written notice nowadays we provide it through emails but that is also written notice at least prior to a week from the date of the meeting. and then in the meeting please mention specifically as to which date what time what when you and if the agenda has been decided and it is not an emergency meeting attach the agenda fine. So, the notice of the meeting should include certain things which are very important.

Sometimes you may find people only knowing the date but they forget the venue that is why careful managers and CEOs just before the date of the meeting also send a sweet reminder about the meeting. So, the name when you are going to write the notice say to it that the name of the organization.

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The slide is titled "Meeting Notice" and is divided into two main sections. On the left, there is a list of requirements for a meeting notice. On the right, there is a sample notice enclosed in a pink-bordered box with a decorative header.

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And also the date of the swing the date on the day of the meeting then the time when you are the business of the meeting I mean the transactions which are actually provided in the form of agenda. And also because it is actually the job of the secretary, secretary not only gives the notice, it is also the job of the secretary to record the minutes in consultation with the chairman after the meeting is over.

Now, how to prepare an agenda. Most of you those who are experienced ones have come across several notices and agendas but specially for those who are new and want to call a meeting and want to draft an agenda should see to it that,

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Meeting Agenda

□ Agenda refers to an official list of items of business to be transacted at a particular meeting.

Elements of the meeting agenda

- The purpose of the meeting
- The expected outcomes of the meeting
- The date, time and venue of the meeting
- The schedule of the meeting
- The list of participants and their roles in the meeting
- For each item on the agenda - note the member responsible for it, the time allocated for the item and the outcome being sought
- Clarify prerequisites of the meeting (as background read)

Agenda

10.00 - 10.05 project update
10.05 - 10.15 review change schedule
10.15 - 10.25 bug report summary
10.25 - 10.35 survey results + outcomes
10.35 - 10.45 review actions

- ✓ To define the purpose of the meeting
- ✓ To plan the meeting content and flow
- ✓ To define expected results
- ✓ To assign responsibility for each item enlisted in the agenda
- ✓ To conduct meeting in proper order
- ✓ To ensure continuity in the proceedings
- ✓ To keep the meeting on track
- ✓ To follow the schedule of the meeting

Purpose of the meeting agenda

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the elements of the agenda actually include the purpose of the meeting the expected outcomes of the meeting the day date time and venue of the meeting the schedule of the meeting and then each item of the agenda. If you find that it is actually there is a succession of meetings fine you should number it, ten point tenth meeting of you know a bar association tenth meeting of academics fine whatsoever.

And then agenda items will be 10.1, 10.2 like that and in every meeting you will find that the first agenda item will be confirmation of the minutes of the last meeting. So, the purposes of the meeting agenda is actually are to plan the meeting content to define expected results to conduct meeting in proper order and to ensure continuity in the proceedings and finally to follow the schedule of the meeting.

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Guidelines for Preparing Agenda

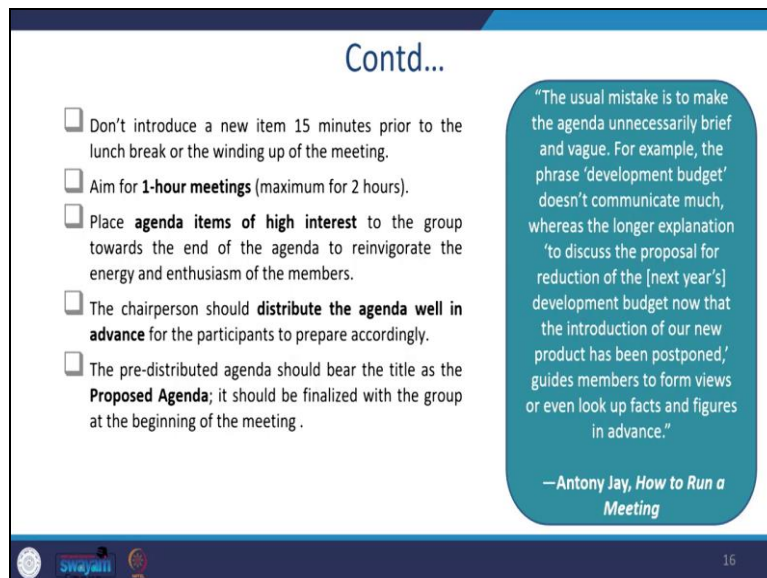
- Place agenda items in increasing order of their importance.
- **Enumerate** each item on the agenda.
- Usually, the agenda **begins with** the confirmation of the minutes of the previous meeting.
- The **last item** in the list should state as: *'Any other matter with the permission of the Chairperson.'*
- **Mention the reason** for each topic on the agenda.
- Put **times on agenda items**, and stick to the schedule.

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Now when you are going to prepare for the agenda see that they are provided in the increasing order of their importance. Of course, every agenda item is to be numbered enumerated and the first item will be confirmation of the minutes of the previous meeting or the last meeting. And the last item is always any other matter with the permission of the chair fine and mention the region for each topic on the agenda, put times on agenda items I mean, if it is a meeting of 1 hour or 30 minutes.

So, it is up to the secretary to decide how much time will be given to what and this is actually a sort of reminder and it is a sort of outline which is being followed when the meeting is held, when the meeting is called upon.

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- Don't introduce a new item 15 minutes prior to the lunch break or the winding up of the meeting.
- Aim for **1-hour meetings** (maximum for 2 hours).
- Place **agenda items of high interest** to the group towards the end of the agenda to reinvigorate the energy and enthusiasm of the members.
- The chairperson should **distribute the agenda well in advance** for the participants to prepare accordingly.
- The pre-distributed agenda should bear the title as the **Proposed Agenda**; it should be finalized with the group at the beginning of the meeting .

"The usual mistake is to make the agenda unnecessarily brief and vague. For example, the phrase 'development budget' doesn't communicate much, whereas the longer explanation 'to discuss the proposal for reduction of the [next year's] development budget now that the introduction of our new product has been postponed,' guides members to form views or even look up facts and figures in advance."

—Antony Jay, *How to Run a Meeting*

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Now there are certain things that one must take into consideration. Now in this regard let us take once again Anthony Jay's observations from *How to run a Meeting* where he says the usual mistake is to make the agenda unnecessarily brief and vague. For example, the phrase development budget does not communicate much because it is not specific whereas the longer expression to discuss the proposal for the reduction of the next year's development budget. Now that the introduction of a new product has been postponed. So, this actually clarifies what actually is going to be the agenda item. It is always to be taken into consideration that no new item should be introduced fifteen minutes prior to the lunch- break or the winding of a meeting. It should also be seen that meeting lasts for one hour sometimes it is longer it goes up to two hours because longer meetings nobody likes. Agenda items of high interest or high priority are to be given in the increasing order.

And agenda is to be distributed well in time the pre-distributed agenda should bear the title as proposed agenda, it should be finalized with the group at the beginning of the meeting. Now imagine that the notice has been given and the meeting has also been conducted. Now as the secretary, because you have another role also from time to time to act upon and that is that of the secretary who will write the minutes.

So, now what are the minutes you might be thinking what are the minutes, minutes actually are the official records of whatsoever was transacted during the meeting.

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The slide is titled "Minutes of the Meeting". It contains the following content:

- Minutes refer to the official records of the business transacted at the meeting.
- Elements of minutes of the meeting**
 - Date, location, duration, times of commencement and adjournment of the meeting
 - Names of the Chairman, Secretary, members present, members absent, others who performed a special role, and the organization
 - Record of the transaction – in the order of the items on the agenda
 - The meeting decisions and actions agreed upon
 - The person/s responsible for implementing the further course of action and its time frame
 - Date, time, place and topic of the next meeting
 - Signatures of the Secretary and the Chairman
- Purpose of the minutes of the meeting**
 - ✓ To provide a basis for decision and action post meeting
 - ✓ To serve as record and follow-up of the discussion
 - ✓ To avoid reworking on the tasks accomplished
 - ✓ To preserve a record of the issues discussed and the decisions made
 - ✓ To provide inputs for the agendas of subsequent meetings

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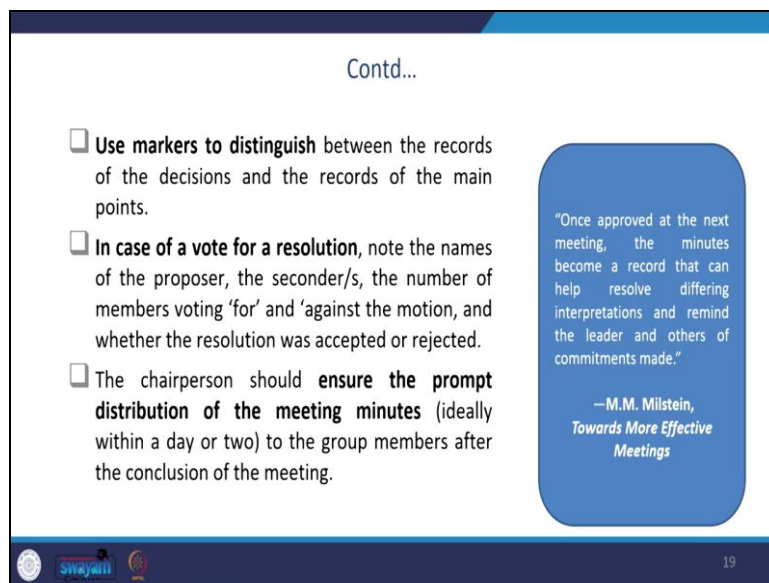
So, the elements of the minutes of meeting are date, location, duration, time of commencement and adjournment of the meeting the names of people who are absent and present and then the decisions or the agreements made signatures of the secretary and the chairman. Now, the purposes of the minutes of meeting are to provide a basis for decision and action post meeting to serve minutes actually serve as a record minutes actually preserve a record of the issues discussed and minutes can provide inputs for the agenda of subsequent meetings.

So, when you are going to write the minutes as secretary use agenda of the meeting as the framework and then the style of writing the minutes should be impersonal and objective. One has to be very brief and concise not giving longer explanations and the recorder can visually record the meeting on a flip chart or a white board while the meeting is in process. In this regard, M M Milston *Towards More Effective Meetings* one of his important observations is-

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“Once approved at the next meeting the minutes can become a record that help resolve differing interpretations and remind the leader and others of commitments that have already been made.” Now you must also use markers to distinguish between the records of the decision and the records of the main point.

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- ❑ Use markers to distinguish between the records of the decisions and the records of the main points.
- ❑ In case of a vote for a resolution, note the names of the proposer, the seconder/s, the number of members voting 'for' and 'against the motion, and whether the resolution was accepted or rejected.
- ❑ The chairperson should ensure the prompt distribution of the meeting minutes (ideally within a day or two) to the group members after the conclusion of the meeting.

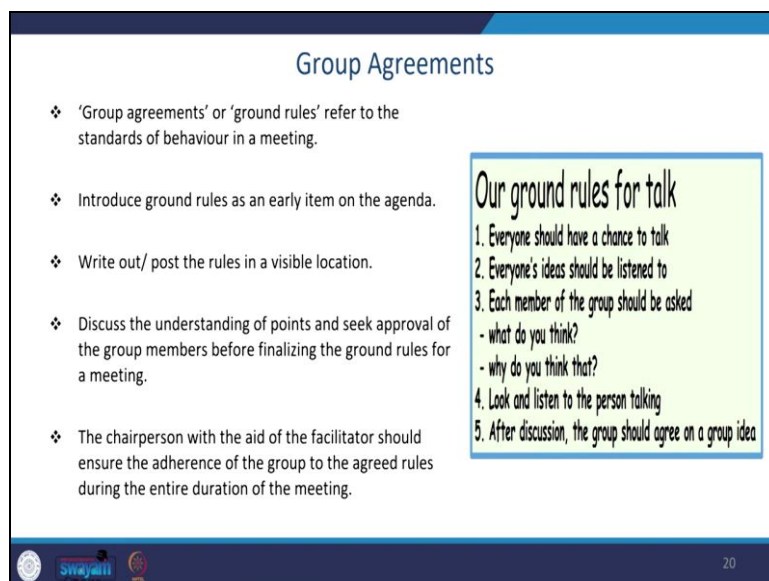
“Once approved at the next meeting, the minutes become a record that can help resolve differing interpretations and remind the leader and others of commitments made.”

—M.M. Milstein,
Towards More Effective Meetings

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In case you go for a vote for a resolution, please mention the name of the proposer the seconder's and also the people who vote for and against the motion and it is for the chairperson to ensure the prompt distribution of the meetings of the minutes. So, M. M.Wilston has rightly said and we have already discussed that ‘once approved, at the next meeting the minutes become a record.’

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Group Agreements

- ❖ 'Group agreements' or 'ground rules' refer to the standards of behaviour in a meeting.
- ❖ Introduce ground rules as an early item on the agenda.
- ❖ Write out/ post the rules in a visible location.
- ❖ Discuss the understanding of points and seek approval of the group members before finalizing the ground rules for a meeting.
- ❖ The chairperson with the aid of the facilitator should ensure the adherence of the group to the agreed rules during the entire duration of the meeting.

Our ground rules for talk

1. Everyone should have a chance to talk
2. Everyone's ideas should be listened to
3. Each member of the group should be asked
 - what do you think?
 - why do you think that?
4. Look and listen to the person talking
5. After discussion, the group should agree on a group idea

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Now we had also mentioned some group agreements or ground rules which actually refer to this behavioural part. We must as a participant also say to it that our behaviour is proper and sometimes the chairman also provides the ground rules discuss the understanding of points and seek approval of the group members before finalizing the ground rules. The chairperson with the help of the facilitators should ensure the adherence of the group to the agreed rules during the entire discussion.

So, while we are seeking agreement the chairman takes the help of the facilitator. There can be some ground rules, for example, everyone should get a chance to talk everyone's ideas should be listened to all these are mentioned in the beginning. Each member of the group be asked about their opinions and then while it is done as in all face to face communication please look at the members you are talking to and after discussion the group should agree on a group idea.

Now my dear friends, we know that we cannot survive in today's professional world without meetings and meetings have become quite mandatory. Meetings actually provide us new ideas, it actually enriches us it facilitates us and it also helps us plan about future about our vision, about the days to come. And it also ensures a sort of coordination among the group members a sort of cordiality and a commitment that we in the organization stand for the development and for the growth of the organization.

So, having discussed meeting management, it is now time to understand the fact that Steve Jobs one of the big names that you are all familiar with says---

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“Creativity comes from spontaneous meetings, from random discussions.”

- Steve Jobs

Thank You



“Creativity comes from spontaneous meetings.” So, my dear friends, meetings are not burdensome meetings are not troublesome meetings actually are a sort of facilitation it is actually a sort of support help. So, creativity comes from spontaneous meetings, from random discussions. So, discussions are a part of life and we must get ready to discuss once we are in a meeting. So, let us look for the next round of meetings when we shall discuss something more, something viable, something vibrant where we can come to a proper decision not only regarding complex ideas but also about our visions for the future. With this, let me come to the end of this talk. Thank you very much.