JC Library A-9

Hong Kong Junior Chamber of Commerce

NO. 1 CHAIRMAN - KEY TO SUCCESSFUL MEETINGS



Hosted by East Kowloon Jaycees

9th April 1989

Mariners' Club

TM 115

CONTENTS

		Page
(I)	Programme Objectives and Schedule	2
(II)	Message from Guest Speaker	3
(III)	Message from the National President	4
(IV)	Message from the President of East Kowloon Jaycees	5
(V)	Message from Project Chairman	6
(VI)	Organizational Chart of the Organizing Committee	7
(VII)	Introduction of Guest Speaker	8
(VIII)	No. 1 Chairman - Key to Successful Meetings - Introduction to meetings - When to call a meeting? - How to develop an agenda? - Perspectives of Chairman's Roles - Skills to structure decision-making meetings - How to guide and stimulate discussions? - Handling difficult situations - Techniques to generate and to select appropriate alternatives - How to conclude a meeting? - Ways to improve meeting effectiveness	9
(IX)	Seminar Exercise	20
(X)	Workshop Briefings	25
(XI)	Seminar Pre-test	27
(XII)	Post-programme Self-evaluation	28
(XIII)	Purpose of Jaycees	30
(XIV)	Purpose of HKSTD	31
(XV)	Terminology	33
(XVI)	Selected Readings for Reference	35

PROGRAMME OBJECTIVES AND SCHEDULE

(1) OBJECTIVES

At the end of the program, participants will be able to:

- decide when to call a meeting
- develop an agenda
- understand a chairman's role
- structure decision-making meetings
- stimulate discussions
- handle difficult situations
- generate alternatives
- select appropriate alternatives
- understand how to improve meeting effectiveness

(2) PROGRAMME SCHEDULE

0845 - 0930	registration
0930 - 0945	opening ceremony
0945 - 1245	seminar on "No. 1 Chairman - Key To Successful Meetings" by Dr Roy Le Herissier
1245 - 1345	lunch break
1345 - 1400	registration
1400 - 1445	video & analysis
1445 - 1615	workshop observers' presentation discussion period
1615 - 1630	conclusion

MESSAGE FROM GUEST SPEAKER



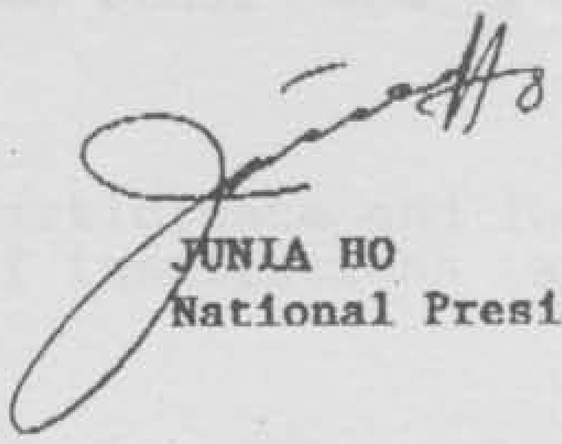
I sincerely hope that everyone finds today to be a productive and enjoyable day. The important thing is that you leave the workshop with the feeling that you have gained some additional skills and that you are more confident and enthusiastic in chairing meetings.

Roy le Herissier

MESSAGE FROM THE NATIONAL PRESIDENT

Training is one of the priorities for our members this year and I am pleased to see that the East Kowloon Jaycees have taken the initiative by hosting this Level I Training Program "No. 1 Chairman - Key to Successful Meetings". It is also very appropriate that they have invited the Hong Kong Society for Training & Development to act as project adviser.

I am sure that the time and effort the East Kowloon Jaycees are devoting to this training program will immensely benefit the participants and help their future growth.



JUNIA HO
National President

MESSAGE FROM THE PRESIDENT OF EAST KOWLOON JAYCEES

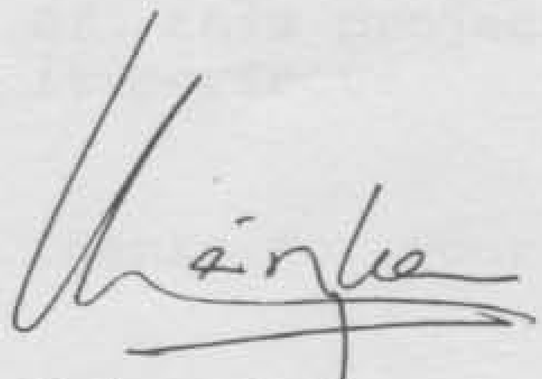
It is with a sense of pride and privilege that I convey this message to junior members of our organization.

Jaycees defines itself as a 'worldwide leadership development organization' and has produced remarkable illustrations of this definition. The major product of Jaycees is 'Leader'. I am confident that the Jaycees today are leaders of tomorrow, and that our organization moulds individuals into leaders.

The strength of an organization lies in the hands of its individual members. We are firm believers that leaders are trained, not born; therefore this seminar and workshop is tailored to train members into effective leaders in meetings - to achieve mutual understanding and consent, thus generating ideas into practical actions.

The key to success is participation and involvement. This seminar and workshop provides an opportunity for members not only to listen to an expertised speaker, but also a chance to voice his own opinions, learn from each other and make known his strengths and weaknesses.

May I urge you all to actively participate and involve in the workshop and to take home lots of inspirations and leadership skills.



Maisy Chan
President

MESSAGE FROM PROJECT CHAIRMAN

"Problem solving meetings create problems." A ridicule ? A truth?

You may or may not be the victim of such meetings but some people are. Those who regularly participate in meetings complain that most of them are unsuccessful. The blame is more than often laid on the meeting leader - the chairman.

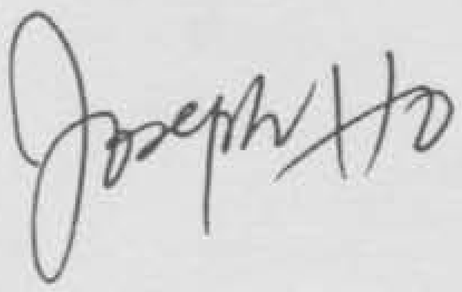
The chairman should do everything possible to SOLVE the problems. Yet the more positive approach to see to the problems is to PREVENT them. "But how?", you may ask. The answer is "No. 1 Chairman - key to successful meetings", a program designed to train those who are or are going to be chairmen.

The program is comprehensive in itself. It is divided into two sessions. The morning session is a seminar in which the participants will learn how to prepare, conduct, and conclude a meeting successfully. The afternoon session is a workshop in which the participants will be involved in problems that a chairman will usually encounter and they are required to solve them by calling a meeting.

Fellow Jaycees, we are at a meeting today, aren't we? Are you prepared to discover the secrets of what makes a good chairman at the very meeting you now attend? Yes ...

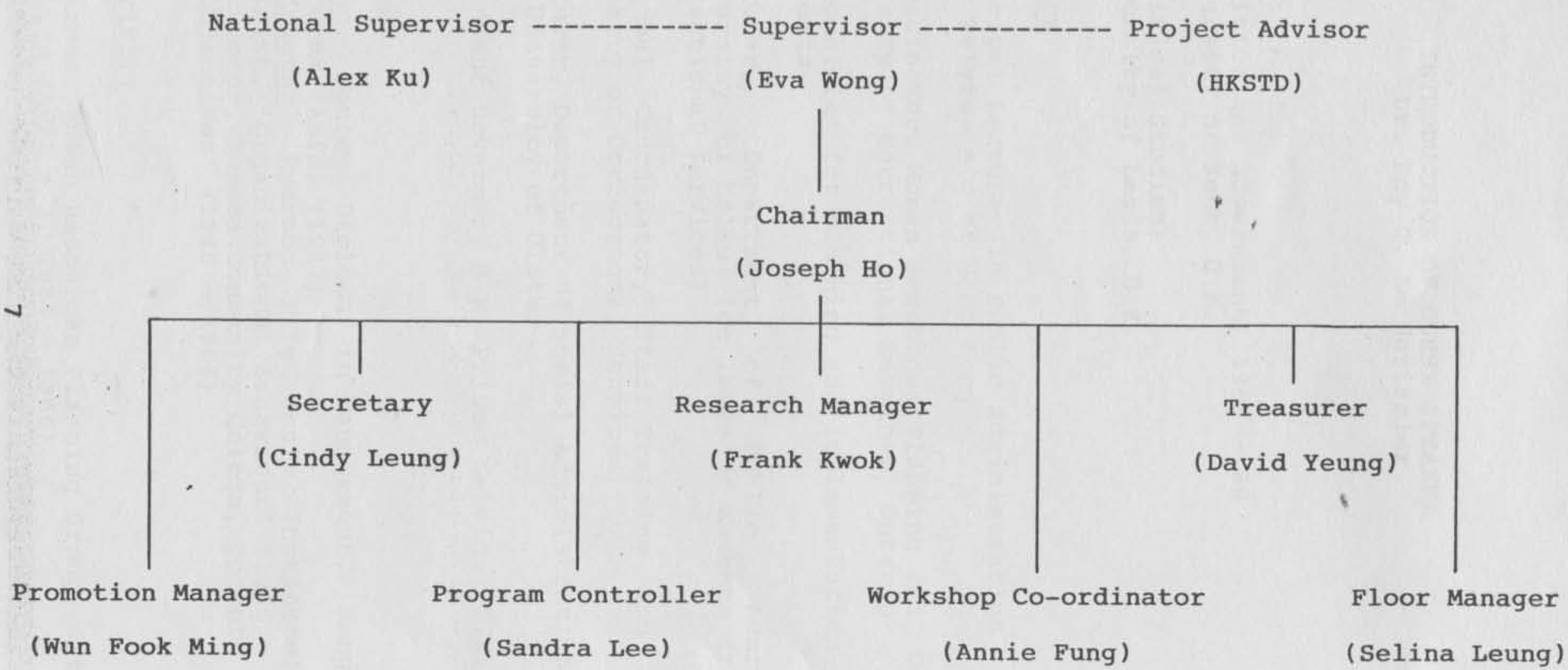
To conclude, I would like to extend my sincere thanks to the speaker, Dr. Roy Le Herissier, HKSTD and the organizing committee of this project who have spent so much time and efforts to make it perfect.

Thanks for your attendance.



Joseph Ho
Project chairman

ORGANIZATIONAL CHART OF THE ORGANIZING COMMITTEE



INTRODUCTION OF GUEST SPEAKER
Dr. Roy G. Le Herissier

EDUCATION

Ph.D. (Politics and Government) 1965 - 68
University of Kent, U.K.

B.A. (Political Studies)
University of Leeds, U.K.

WORK EXPERIENCE

1986 - Principal Lecturer in Public Administration
City Polytechnic of Hong Kong

1979-86 Co-ordinator, Human Resources Planning and Development,
Ministry of Correctional Services, Ontario

Responsible for planning and implementation of various projects.

1977-79 Lecturer, Department of Public Administration,
University of Malawi (on leave of absence from Min. of Correctional Services)

1974-77 Regional Coordinator, Staff Training and Development
Ministry of Correctional Services

1971-73 Lecturer, Department of Social Administration
New University of Ulster

1968-71 Assistant Governor, H.M. Prison Service, U.K.

SPECIAL WORK

Tutor, Henley Diploma in Management, Hong Kong for Performa (Asia) (1987)
Instructor, Ryerson Polytechnic Institute, Business Division, 'Organizational Behaviour' (1985 - 1986)
Instructor, Seneca Community Colege, Toronto 'Management by Objectives' (1985 - 1986)

VOLUNTEER ACTIVITY

Chairman, Human Resources Planning Group, Ontario Public Service (1981 - 2, 1984 - 1986)
Chairman, Case Study Group, Management Development Centre of Hong Kong

NO.1 CHAIRMAN - KEY TO SUCCESSFUL MEETINGS

(A) Introduction to Meetings

Hello Readers ! Welcome !

Here is the No.1 Chairman speaking and I would like to share with you all my knowledge on chairmanship !

Surely, you're anxious to learn the keys to successful meetings ! Yet, do you know the purpose and types of meetings ?

Let's put it in a simple way:

- the purpose of meetings are to achieve the set objectives when other means of solutions are less effective and/or time-consuming;
- therefore, meetings can be classified into two main categories -

  (1) Informative meetings: to advise/update or to sell
  (2) Decision-makings : for goal-setting and problem-solving

Since we've limited time and space here, we'd better attend to the more important type of meetings i.e. the decision making meetings.

(B) <u>When to Call a Meeting ?</u>

Please check the followings before calling a meeting:

(i) Do you have any well-defined objectives ?

(ii) Would "meeting" be the best way to achieve your objectives rather than, say:

* Memorandum
* Notice Board
* Telephone
* Correspondence
* Fax
* Others ?

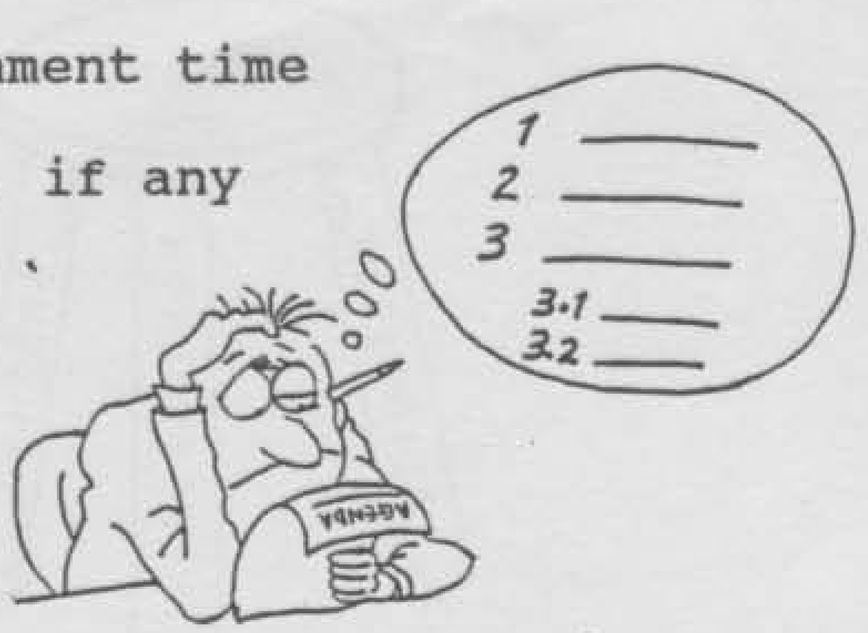
If your answers to these two questions are "affirmative", then you may call a meeting and proceed to (C).

(C) <u>How to Develop an Agenda ?</u>

Are you ready to prepare for an effective meeting ?

If "yes", you have to develop an agenda and incorporate the following items into your agenda:

* Date, place and time
* Priorities setting
* Set and meet your adjournment time
* Time of scheduled breaks, if any



(D) Perspectives of Chairman's Roles

Up to this moment, everything is easy, right ?
Yet, as a Chairman, what roles should you play in meetings ?

Just think for a few minutes before reading the following.

As a chairman, you are the meeting's leader and every participant will look to you to:

(i) monitor each key activity area, and

(ii) give inputs required to move the group towards the meeting's objectives.

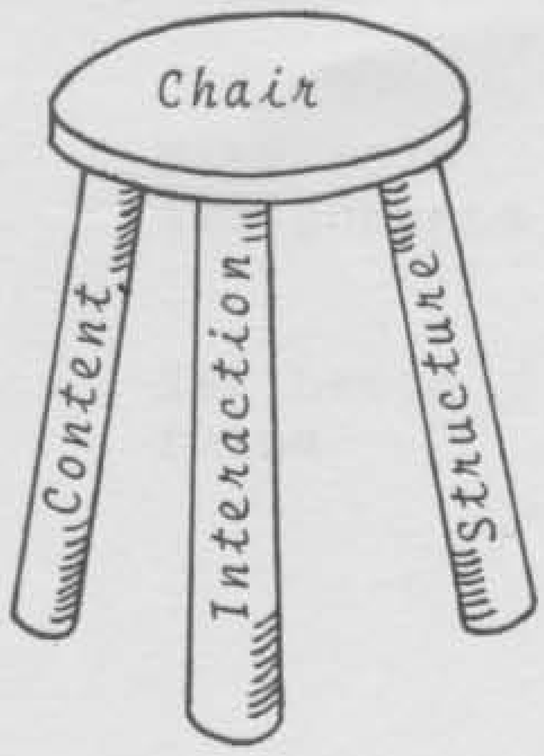
But, wait ! Your roles are not so simple !

A meeting is going to be effective ONLY if its content, interaction and structure are well co-ordinated. However, these three elements are so complex that they include:

Content : The information, knowledge, experience, opinions, ideas, myths, attitudes and expectations that participants bring to meetings.

Interaction : The way participants work together while processing the meeting's content. It includes feelings, attitudes, and expectations that bear on co-operation, listening, participation, trust and openness.

Structure : The way in which both information and participants are organized to achieve the meeting's purpose.



To conduct meetings in an effective way and not to disappoint your participants, you have to be more than a leader, but as an initiator, monitor, stimulator, developer, time manager .....

Pay attention to the following summary table, it helps!

Content	Interaction	Structure
Initiate action	Monitor Participation	Develop Agenda
Keep on topic	Encourage Participation	Set Objective
Elicit information	Demonstrate supportive behaviour	Manage Time
Compare/contrast viewpoints	Encourage building/ supporting	Use procedures and techniques for:
Summarize	Encourage differing/ confronting	- data recording/ displaying
Test for decision	Facilitate conflict resolution	- data analysis
Develop action plans	Explore reactions and feelings	- alternatives generating
	Facilitate feedback among members	- decision making
		Make role assignments
		Set basic rules

(E) Skills to Structure Decision-Making Meetings

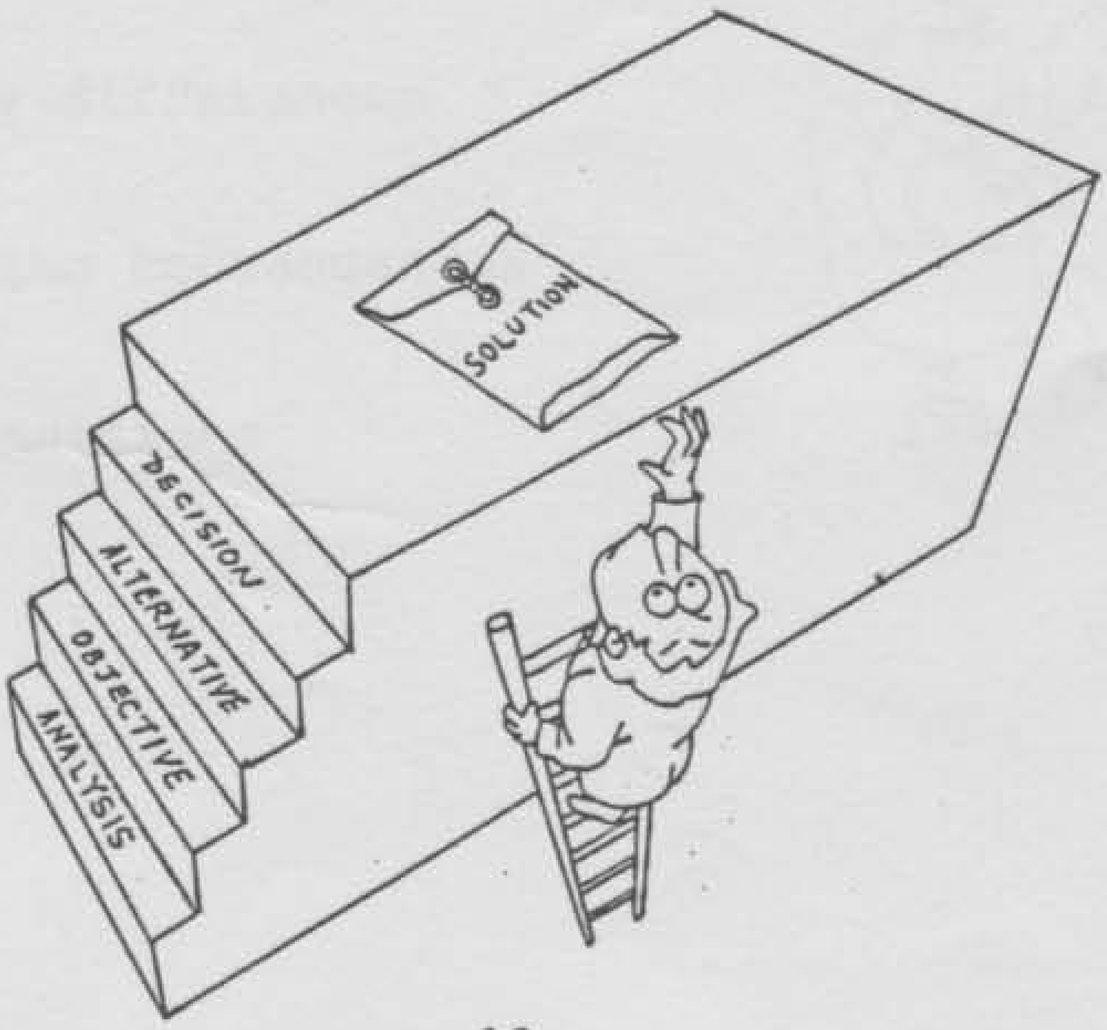
Most of our meetings are in one type or another, but it is, no doubt, full of challenges and fun!

Decision-making meetings need structure:

(i) to keep attention focused on the problem
(ii) to maintain the discipline of problem-solving

The best way to do this is to follow the "rational decision process".

* study / discuss / analyse the situation
* define the problem
* set an objective
* state imperatives and desirables
* generate alternatives
* establish evaluation criteria
* evaluate alternatives
* choose among alternatives



(F) How to Guide and Stimulate Discussions ?

Headache ?

It's not really that difficult ! Let's try.

(1) Ask questions like:

* How do you feel ?
* What's your opinion ?
* What prompted your decision to.... ?
* Summarize ?
* I need your clarifications ?
* For instance ?
* Everyone accepts the idea ?
* Shall we proceed ?
* Will you please elaborate ?

(2) Conduct a quick survey

(3) Express your own feelings and your impressions

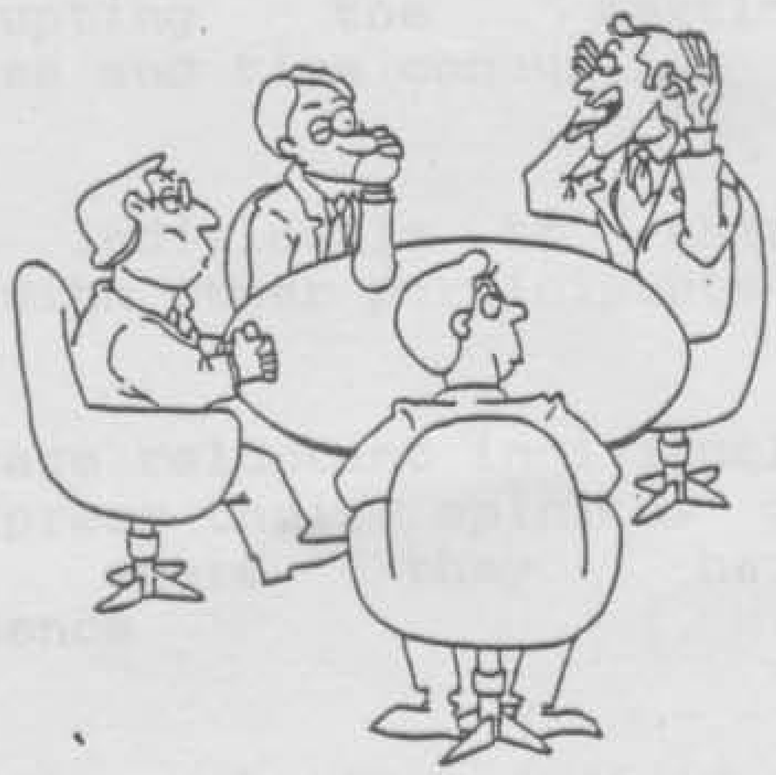
(4) Be supportive

(5) Check goals or orientations

(6) Clarify differences

(7) Asserting consequences

(8) Make decisions



(G) Handling Difficult Situations

Everyone looks to you for handling difficult situations ? Are you being tied up by such occasions and don't know what to do ?

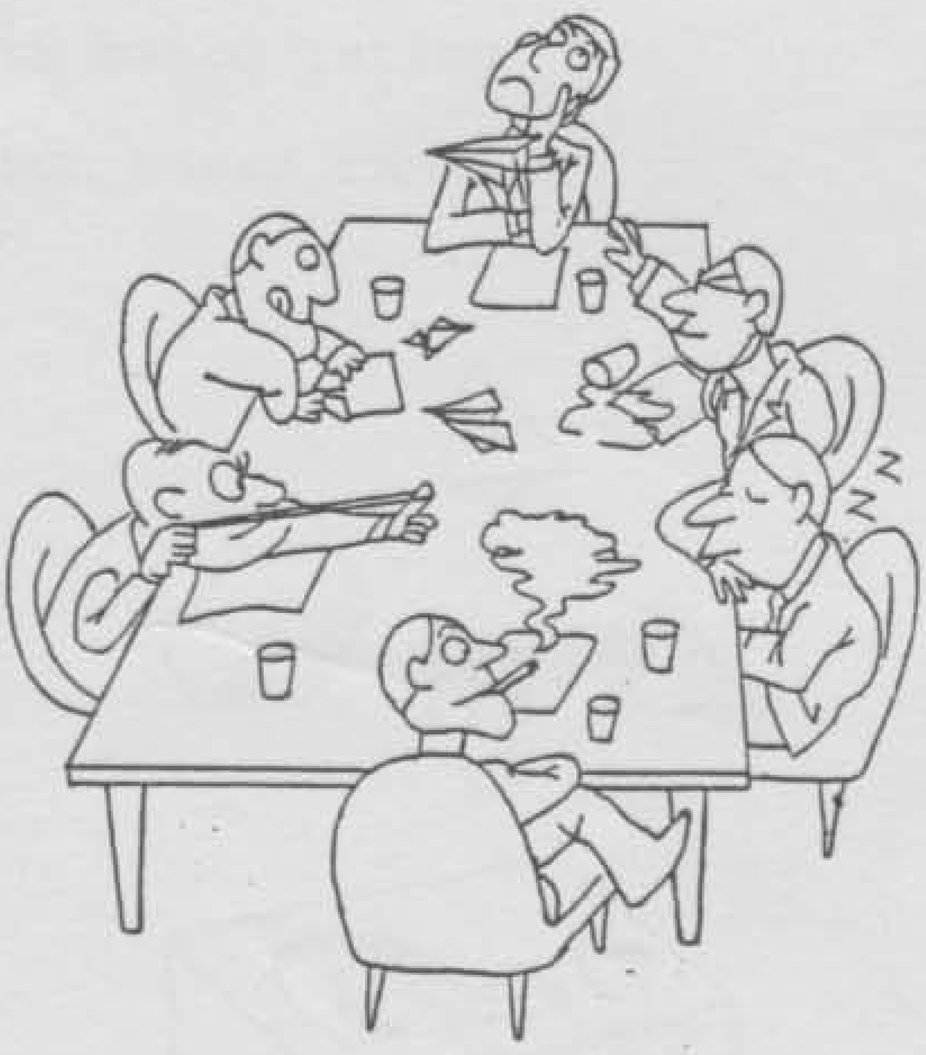
Read your responsibilities and then the tips !

Responsibilities of a leader:

1. encourage discussion
2. ensure equal and fair participation of members
3. keep discussion in the right direction

Problems	Solutions
(i) Personal	
1. talkative participants who dominate discussion	leader try to direct questions to draw out other participants
2. argumentative persons	leader should point out direct that the quibbling is interrupting the meeting progress and time consuming
3. side conversants	invite individuals to share views with other participants
4. timid participants	encourage reluctant individuals to express their opinions on areas where they have confidence
5. antagonistic persons	tactfully make the individual feel there is genuine interest in what one has to say

Problems	Solutions
(ii) <u>Impersonal</u>	
1. lose interest and attention	motivate groups to respond by visual aids and case study. Keep things moving. Mind intonation, facial expressions, gestures etc.
2. long-winded, irrelevant statements or discussion	crystalize statements
3. sensitive issues	remain neutral, emphasize on an objective consideration of the problem
4. over simplification/ ambiguity/superficial/ vague discussion	encourage original and concise opinion with factual or conceptual ideas/encourage comments based on actual experience.



(H) Techniques to Generate and to Select Appropriate Alternatives

You should be doing good jobs as you follow through; but, if you want to get more out of the meetings, you have to know the techniques to generate and select alternatives !

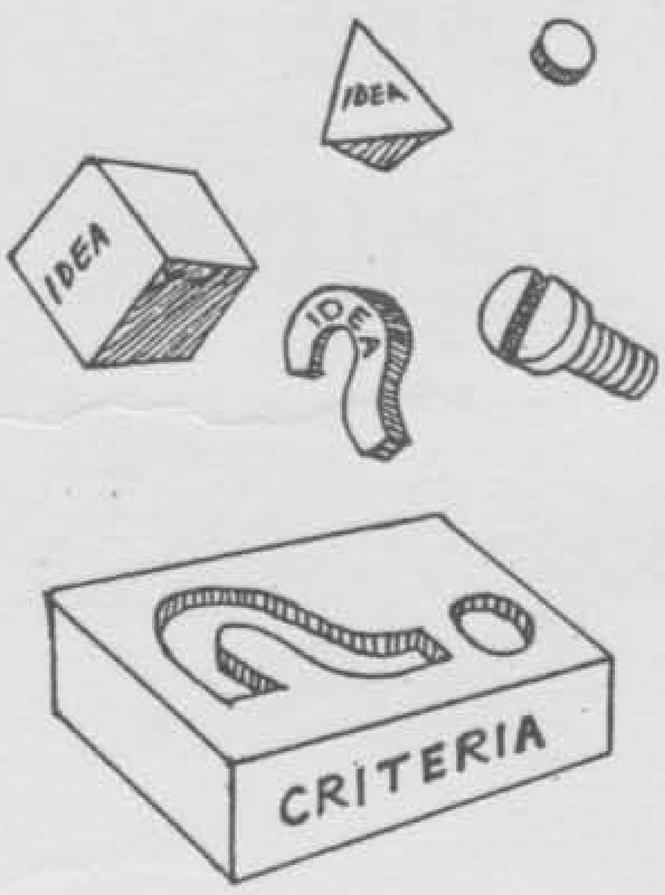
Well, do consider the following choices:

(i) generate alternatives

- free expression of views of participants which associate the resources of all other members;
- nominal groups to lead
  - ideas jot down by individual members and reported to the group;
  - minimize conformity and maximize participation

(ii) select appropriate alternatives

- by voting
- by consensus
- nominal group technique
- criteria based rating
- criterion based ranking



(I) How to Conclude a Meeting

You are now approaching the end of your meeting, but how to tie up the loose ends?

The conclusion of the meeting must maintain the enthusiasm that the participants have experienced up to that point. It should send people away with a feeling of satisfaction that thier time and energy were well spent and also give them a good feeling of contribution, or a feeling of importance.

Below is a few hints on what you should do to conclude a meeting.

DO

1. Repeat the objective of the meeting.
2. Summarise what was agreed.
3. For problem solving, information getting, brainstorming and instructional meetings, thank participants for their contribution.
4. For information giving and instructional meetings, thank participants for their coming, their attention and interest.
5. For all meetings, thank participants for their participation.
6. Try to give assignments to participants to follow up, investigate, propose or research.
7. Tell participants date, time, place and objective of the next meeting (if appropriate).
8. Give final announcement or instruction if necessary, like:
   'Minutes of the meeting will be sent out in 10 days.'
   'Please inform your subordinates on the discussion we had today.'

(J) Ways to Improve Meeting Effectiveness

You're closer to me now. However, you can be my tribe member only if you practise the ways I mention below frequently !

Before the meeting

1. define objectives
2. make preliminary contact with participants to confirm availability
3. book meeting room and arrange for equipment and refreshments
4. prepare agenda
5. invite participants and distribute agenda
6. get in touch with non-participants
7. make final check of meeting room

During the meeting

1. start promptly
2. follow the agenda
3. manage the use of time
4. limit/control the discussion
5. elicit participation
6. help to resolve conflicts
7. clarify action to be taken
8. summarise results

After the meeting

1. restore room and return equipment
2. evaluate effectiveness as meeting leader
3. send out meeting evaluations
4. distribute memorandum of discussions
5. take any action you agreed
6. follow up on action items

That's all I can share with you in this short period and space.

Farewell ! Hope to meet you in our No.1 Chairman General Meeting.

SEMINAR EXERCISES

Planning Your Message

Objective

Action	What do I want them to do ?
Benefit	Why should they do it ? What's in it for them ?
Achievable	Can I really achieve my objective with this communication ?
Measurable	How will I know if I've succeeded ?

Audience Analysis

Background	What is their general experience ? (job, education, skills, expertise)
Present Knowledge	What do they currently know about the issue ?
Needs To Know	What do they need to know in order to take the action I want them to take ?
Needs	What needs (goals) should be delivered in my message ?
Attitude	How do I expect them to react to my message ?
Obstacles	What things could get in the way of my achieving my objective ?
Solutions	What actions can I take to overcome any obstacles ?

Content

Conclusion	What must they believe ?
Benefit	What's in it for them ?
Supporting Data	Why should they believe it ?
Language/Style	Does my choice and style of language help make my message clear ?

STRUCTURING COMMUNICATIONS

Opening

Issue/Problem
What is my real reason for communicating ?

_____

_____

Opportunity/Solution
What is my recommended solution ?

_____

_____

Credentials
Why should they listen to me ?

_____

_____

Benefit
What's in it for them ?

_____

_____

Action
What do I want them to do ?

_____

_____

Agenda
What will I cover ?

_____

_____

Body

Conclusion #1 (Most Important)
What must my audience believe ?

Benefit
What's in it for them ?

Supporting Data
Why should they believe it ?

Conclusion #2
What must my audience believe ?

Benefit
What's in it for them ?

Supporting Data
Why should they believe it ?

Body

Conclusion #3
What must my audience believe ?

Benefit
What's in it for them ?

Supporting Data
Why should they believe it ?

Conclusion #4
What must my audience believe ?

Benefit
What's in it for them ?

Supporting Data
Why should they believe it ?

Summary

Restate Opportunity/Solution
What is my recommended solution ?

Recap Body (Major Conclusions)
What should they conclude by now ?

Request Action
What do I want them to do right now ?

Result
What happened ?

What can I improve ?

WORKSHOP BRIEFINGS

The workshop is about a Training School and all of you are the training school students. Today, you meet together in Mariners' Club to hold a meeting on 'Chairmanship' and all of you have a lot of queries and questions to raise in this meeting for sharing and discussions.

Please listen to our Chairman's instructions and note the following rules for the workshop.

RULES OF THE GAME ! !

1. Each member will be given an envelope containing an information sheet and members should follow the information as a guideline for elaboration and discussion purpose.

2. You have to set priorities in written form which has to be submitted to the OC members nearby before meeting commences. (Time allowed: 10 minutes)

3. You should discuss based on the priorities you have set before the meeting. (Time allowed: 45 minutes)

4. Written record of the meeting should be submitted to the OC members nearby after the meeting adjourned. (Time allowed: 10 minutes)

5. One of the members should be the observer of the meeting and he/she will be required to present his/her observations later. Observers will be separately briefed by the OC nearby.

EVALUATIONS

The evaluations below consist of the Seminar Pre-test Questionnaire and the Post-Programme Self-evaluation checklist :

(i) Seminar Pre-test	: Seminar Pre-test questionnaire on the next page, before the Seminar commence, to identify your own understanding of productive meetings.
(ii) Post-Programme Self-evaluation	: At the end of the workshop today, you may testify your own learning result of marking against the post-workshop self-evaluation checklist attached also in this manual to compare with your Seminar pre-test.

(i) Seminar Pre-Test

(please tick against the appropriate boxes)

By attending this workshop, I wish to :

_____ acquire knowledge in accomplishing more in meetings I hold

_____ learn how to make decisions in high quality meetings and receive support from participants

_____ learn basic skills in conducting meetings where everyone participates

_____ learn how to manage time in meetings

_____ others

_____

_____

1. List up to 10 factors which, in your view, make for a productive meeting ?

2. List up to 10 factors which, in your view, make for a non-productive meeting ?

3. What meeting skills/knowledge do you want to improve ?

(ii) Post-Programme Self-Evaluation

(please mark against the statements to testify your knowledge. Answers are provided in the next page. You can compare what you've learned with your Seminar Pre-test to check if you have attained your objectives)

Consider the following statements and indicate whether you agree or disagree with each.

Agree/Disagree

_____ 1. A meeting is always the best way to communicate information to a group.

_____ 2. A meeting should be held whenever there is a problem to solve.

_____ 3. A meeting can always be considered effective if you achieve your desired objective.

_____ 4. Most ineffective meetings can be avoided through good planning and preparation.

_____ 5. Effective meetings require the active involvement of all participants.

_____ 6. An important part of preparing for a meeting is to ensure that the right people attend.

_____ 7. Meeting facilities are not important if participants are interested in the subject of the meeting.

_____ 8. Poor scheduling can doom a meeting to failure.

_____ 9. An effective leader should be able to answer all questions asked by participants.

_____ 10. Fear of embarrassment is often the reason for lack of participation.

_____ 11. An effective leader should monitor participation and invite comments from less involved participants.

_____ 12. Questions should be phrased to elicit elaboration on a point.

_____ 13. A good opening statement will help to clarify the meeting's objective.

_____ 14. Meetings should start and end on time.

_____ 15. A good summary will include a restatement of the meeting's objective, a listing of accomplishments, and specific action that needs to be taken.

_____ 16. Participants should leave a meeting feeling that their time was well spent.

_____ 17. Parctice helps to produce effective meetings.

_____ 18. The leader always knows how well a meeting went.

_____ 19. Proper meeting evaluation inclueds input from participants.

_____ 20. A trained observer can contribute to improving a meeting's effectiveness.

_____ 21. Participants can do little to prevent a meeting from becoming ineffective.

_____ 22. Others resent a participant who tactfully contributes to an effective meeting.

_____ 23. A summary should be written and distributed following a meeting.

_____ 24. If an agenda for action is agreed, a confirming memorandum should be sent after the meeting.

_____ 25. Follow-up is often the difference between running a good meeting and achieving results.

Answers :

1. Disagree
2. Disagree
3. Disagree
4. Agree
5. Agree
6. Agree
7. Disagree
8. Agree
9. Disagree
10. Agree
11. Agree
12. Agree
13. Agree
14. Agree
15. Agree
16. Agree
17. Disagree
18. Disagree
19. Agree
20. Agree
21. Disagree
22. Disagree
23. Agree
24. Agree
25. Agree

PURPOSE OF JAYCEES

The Jaycees' dream and purpose are most clearly expressed in the words of founder Henry Giessenbier who said:

'From within the walls of the soul of this organization, wherein the foundations of character and citizenship are laid, I hope a message will come forth in the sometime of tomorrow that will stir the people toward the establishment of a permanent and everlasting world peace.'

Giessenbier had the foresight to believe that character and citizenship could contribute towards a permanent world peace. His dream and purpose for the Jaycees were to offer the membership opportunities that would build strong, positive characters and a sense of citizenship, not only of communities, cities and countries, but of the world.

Article 2.3 of the Jaycees International Constitution, headed 'Purpose of the Jaycees', reflects the dream of the founder:

The purpose of the Jaycees, inspired by the Declaration of Principles, shall be to contribute to the advancement of the global community by providing the opportunity for young people to develop the leadership skills, social responsibilities and fellowship necessary to create positive change.

The organization operates on the premise that the development of individual charcter and personality will result in better-developed communities and eventually, a more peaceful world.

Most educational institutions focus on the passing of an examination and the amassing of degrees rather than the development of personalities. It is said that purpose of education is to prepare the individual for life, not just to be able to perform a job.

Life is much more than just doing a job. Life is caring, sharing, loving, understanding and communicating. The Jaycees strives to complete any lack in the development of its individual members.

If the Jaycee organization can be described as a University of Life, the students are its members, the curriculum is Leadership Development and its campus, the world.

PURPOSE OF HKSTD

The Hong Kong Society for Training and Development was incorporated in April 1980 by a group of professional trainers in Hong Kong. The objectives of the Society are to promote professionalism in the human resources development field and to develop a local identity for people working in the training field. The Society is a member of ARTDO (Asian Regional Training & Development Organization.)

The Society is run by a 8 or 9 member Executive Committee (EXCO) which meets on a monthly basis. EXCO members are elected yearly at the Annual General Meeting, and they choose four office bearers, chairman, vice-chairman, secretary, and treasurer, at the first meeting of the year.

Other members of EXCO usually serve as the head of one of the sub-committees. These sub-committees include:

1. Membership and Services

   This committee is responsible for screening membership applications and maintaining updated membership information.

2. Public Relations

   The PR Committee complies the quarterly Society Newsletters STD POST and is responsible for the Society's publicity activities. The Newsletter is distributed free to all members and contains news about the Society's activities and members.

3. Education and Programs

   The E & P Committee organizes professional training programs for members of the Society. The programs include formal training sessions run by members or overseas guest trainers, experience sharing sessions, luncheons or cocktails to meet overseas professionals, and study tqurs.

4. Research

This committee was formed in order to help the Society explore questions which would have long term impact on training professionals in the community. Past and present projects include a study of training needs and resources in the Society and a survey of "Excellent" companies in Hong Kong.

5. Publications

Members of the Publications Committee join with representatives from the Hong Kong Institute of Personnel Management and the Hong Kong Institute of Training and Development to produce the quarterly human resource development journal Performance.

In addition to the sub-committees, other task forces are set up from time to time to handle special projects. For example, in 1985, one committee organized the 1986 Management Development Congress, and the China Liaison Group to facilitate contacts with training professionals in China.

All members of the EXCO, sub-committees, and task forces work on a voluntary basis in their spare time.

The Society is a professional interest group and membership is open to anyone who is engaged in or interested in the human resource development field.

TERMINOLOGY

(a) A motion - this is a proposal to be discussed and voted on at a meeting.

(b) Put in to a vote - this means that a motion is to be accepted or rejected by collecting the votes from those who are present.

(c) Voting by a show of hands - this means that members show their hands to indicate their decisions.

(d) Voting by ballot - this means that members show their decisions by writing on a piece of paper, and hence their decisions are shrouded in a secrecy.

(e) A casting or deciding vote - this is a vote used by the Chairman when there is a tie or deadlock, for a chairman does not vote in other cases.

(f) A majority of votes - this means that a motion is accepted when those in favour exceed those against.

(g) A two-third majority vote - this means that a motion is accepted when two thirds of the voting members are in favour of the motion.

(h) A resolution - a formal expression of opinion by a committee.

(i) An amendment - a formal change of alteration made to a previous proposal.

(j) A committee - a small group of people (usually appointed by a larger group) who are asked to attend to special business.

(k) The agenda - a list of things to be done or discussed at a meeting.

(l)	Minutes	- a summary of what is said and decided at a meeting and which is kept by the secretary.
(m)	A proposer	- one who suggests or nominates of puts forward a motion for the committee to vote on (sometimes called a mover).
(n)	A seconder	- one who supports the proposer.
(o)	To call for nominations	- this is to ask the members present to suggest names.
(p)	A general meeting	- a meeting at which everyone is allowed and the purpose is generally to elect a committee.
(q)	An ordinary meeting	- this is a regular meeting of the committee of the club, society of association, and it is held on a fixed time and day.
(r)	An extraordinary meeting	- a meeting of the committee called at a short notice other than its regular meeting to discuss something urgent or important.
(s)	An extraordinary general meeting	- this is a meeting called at which all members of the club, society or association are present to vote on certain proposals which are urgent and important.

SELECTED READINGS FOR REFERENCE

1. Donald L. Kirkpatrick, How to Plan and Conduct Productive Business Meetings, The Dartnell Corporation, 1976.

2. Ernest C. Miller (ed.), Conference Leadership, Revised edition, AMACOM, 1972.

3. Frank Snell, How to Win the Meeting, Hawthorn Books, Inc., 1979.

4. Richard J. Dunsing, You and I Have Simply Got to Stop Meeting This way, AMACOM, 1978.

5. Ernest D. Nathan, Twenty Questions on Conference Leadership Addison-Wesley Publishing Company, 1969.

6. B.Y. Auger, How to Run Better Business Meetings, AMACOM, 1972.

7. Barbara C. Palmer & Kenneth R. Palmer, The Successful Meeting Master Guide for Business and Professional People Prentice-Hall, Inc., 1983.

8. Pamela J. Newman & Alfred F. Lynch, Behind Closed Doors: A Guide to Successful Meetings, Prentice-Hall, Inc., 1983.

9. Michael Doyle & David Stravs, How to Make Meetings Work, Playboy Press, 1976.

10. Winston Fletcher, Meetings, Meetings, Shouldern Promotions Ltd., 1983.