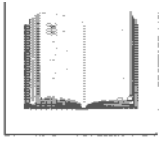


UNIT 1: TYPES OF MEETINGS



Read Text

INTRODUCTION

While there are numerous types of meetings for various purposes, this unit will focus on those that are common in educational management. These include:

- Statutory meetings
- Managerial meetings
- Creative meetings
- Negotiating meetings
- General meetings
- Culture of Learning and Teaching Service (COLTS) meetings
- School Governing Body (SGB)
- Quality assurance meetings
- Transformation and gender meetings
- Education management
- Develop meetings
- Matric Intervention meetings
- Curriculum 2005 meetings
- Staff Meetings.

The importance of meetings cannot be over-emphasised as they provide the much needed oiling of the organisational machinery. Meetings also provide the manager with an opportunity to team-build more efficiently.

OBJECTIVES

By the end of this unit you should be able to:

- define meetings
- identify different types of meetings
- compare and contrast types of meetings.

CONTENT



Read Text

DEFINITION OF MEETING

The Oxford Advanced Learner's Dictionary (1998) defines meeting as:

Coming together of a number of persons at a certain time and place especially for discussion.

From the definition given, the important elements of a meeting are:

- people
- time
- place
- purpose/agenda

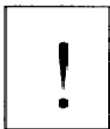
It is important to emphasise that unless there is “purpose,” any grouping of people does not meet the requirements of a meeting. In short, a meeting is always goal oriented.



Assessment Task

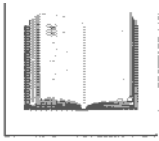
SELF-ASSESSMENT ACTIVITY

At a given time, there are more than 100 people at the beach all seemingly busy with their activities. Can you call this a meeting? State reasons for your answer.



Important-take note!

Possible answers to this activity are given at the end of this Unit.



Read Text

DIFFERENT TYPES OF MEETINGS

These were mentioned in the introduction to this unit and will be discussed individually.

STATUTORY MEETINGS

A statutory meeting is the one that is fixed as per government requirement. It is often attended by ministers, directors or councillors.

This meeting takes place:

- at a very high level of management
- to make policies of an organisation
- twice per annum and whenever necessary.

MANAGERIAL MEETINGS

This kind of meeting is called by a manager of an organisation. It consists of the management team, for example, in a school you would have:

- the principal
- the deputy principal
- heads of departments (HODs).

Such meetings address issues like:

- policy formulation
- planning
- delegating
- supervising
- controlling
- discussing goals
- getting feedback from various departments about developments taking place
- progress
- problems
- systems and procedures
- strategies to improve the management of an organisation.

The organisations decide for themselves when to have such meetings but normally it could be:

- weekly
- monthly
- fortnightly
- whenever necessary.

CREATIVE MEETINGS

The word 'creative' is self-explanatory. This means that in these types of meetings, the attendees come up with:

- new ideas that the organisation should adopt
- development strategies for the organisation
- motivational strategies for members.

In most cases the attendees of these meetings are assertive, innovative and they need your support. As woman manager you should not influence the members to only adopt your ideas, members should feel free to:

- raise issues
- engage in discussion
- brainstorm.

NEGOTIATING MEETINGS

These meetings take place between two or more individuals or groups with the aim of seeking a solution to a particular problem. As a woman in management, you should positively partake in negotiations.

This meeting can be called by a manager or by whoever is concerned. As a woman manager, you should use negotiating skills such as:

- listening and concentrating
- gathering of information
- problem weighing (assessing the situation)
- problem solving (coming with resolutions).

It is imperative that you, as an education manager, should be versatile and have conflict management skills in case conflict crops up.

GENERAL MEETINGS

General meetings are held annually in an organisation and they are called by the manager.

The general meeting seeks to:

- give feedback to members about the progress of the organisation
- give the opportunity to office-bearers to read their reports
- let the members analyse these reports
- give opportunity to the members to make quick and calculated submissions
- allow for resolutions to be taken on reports, that is, to have them adopted.

It is also during such meetings that new members are democratically elected to office through a secret ballot. As a woman manager, you should facilitate the implementation of this process honestly and committedly in the interest of the organisation.

PARENTS MEETINGS

The parents' meeting is limited to school situations. As the word suggests, it is a meeting for parents who have children in that school. The chairperson of the school governing body extends the invitation to such parents. Parents need to be given the following:

- seven days' notice.
- a copy of the agenda.

It is the school governing body that decides when to hold such meetings. These meetings are chaired by the chairperson of the school governing body.

As a manager in education, you should afford parents the opportunity to express their ideas. If you experience problems, you should invite them so that they can have an input. Remember:

- they have to contribute to their children's education
- their ideas cannot be weighed against their level of education
- their ideas need not be influenced by their socio-economic status.



Practise Activiy

PRACTICE ACTIVITY

You are the principal of a school and you want to convene a parents' meeting. How do you go about preparing for this meeting?



Important-take note!

Possible answer to this activity is available at the end of this Unit.



Read Text

CULTURE OF LEARNING AND TEACHING SERVICES (COLTS) MEETINGS

This meeting is called by a co-ordinator at these different levels:

- national
- provincial
- regional
- district
- circuit
- school.

These meetings serve to promote effective teaching and learning in schools. It would be advisable for a co-ordinator to be:

- qualified in the teaching profession
- experienced at management level
- strategic.

As a woman in education management, you need to be:

- innovative (come up with new ideas)
- receptive (open to outside ideas)
- motivated to strive for the betterment of teaching and learning
- implementive (avoid abstract behaviour and be constructive in nature).

SCHOOL GOVERNING BODY (SGB) MEETINGS

This meeting is convened to deal with all the matters affecting the:

- school
- educators
- learners
- parents
- support staff.

Members who form this body come from the:

- parents
- educators
- support staff
- learners (if it is a secondary school).

The chairperson is supposed to be a parent of a learner in that school. The chairperson calls and chairs the meetings. Normally the whole body plans on the dates on which to hold meetings. The agenda for such meetings is prepared by the SGB committee. The other issues that this body deals with, during their meetings are, inter alia:

- safety and security
- vandalism
- school development
- fund-raising
- financial management
- codes of conduct for both educators and learners
- internal problems
- improving results.

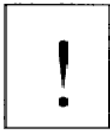
As a woman in education management, you need to involve all stakeholders in the running of the school as well as in decision-making.



Self Evaluation

SELF-EVALUATION ACTIVITY 1

In your opinion, when would you say that a school governing body is representative?



Important-take note!

Possible answers to this question are provided at the end of this Unit.



Read Text

QUALITY ASSURANCE MEETING

A meeting of this nature is aimed at improving the quality of education. In other words, there must be an assurance that education is qualitative in nature. The members of the quality assurance committee are educationists and managers who:

- strategise to improve results
- conduct continuous assessment
- plan
- organise
- direct
- evaluate
- facilitate change
- develop teachers.

Quality assurance meetings also put more emphasis on improving the product and performance in an organisation. As a woman in education, you should always strive for quality.

TRANSFORMATION AND GENDER (TG) MEETINGS

Transformation and gender committees meets to facilitate change in an organisation. This change is about redressing the imbalances of the past. These meetings aim at fighting discrimination in all its forms, such as:

- gender
- colour
- creed
- belonging
- religion
- social status.

It is true that women were the most disadvantaged, but these meetings come up with resolutions to bring about balance in all organisations. Women managers in education need to be the forerunners because of the platform that they have.

EDUCATION MANAGEMENT DEVELOPMENT (EMD) MEETINGS

The EMD co-ordinator organises these meetings which seek to improve the management system in education. For the betterment of education management skills, the committee convenes to discuss, inter alia, the following:

- identifying the needs of education managers
- organising workshops and seminars for education managers
- ascertaining the implementation of what is learnt during these seminars, at school and education management level
- training and development of School Management Teams.

As a woman in education management, you should sharpen your management skills so that you can compete effectively with your counterparts. Women should not be given positions as mere tokens but should compete for them.

MATRIC INTERVENTION MEETINGS

This is a kind of meeting which was designed to specifically improve matric results. It is attended by the people who work at:

- management section
- administrative section
- examinations section
- school level.

The reason for the formation of the matric intervention committees was the poor performance of schools under the education department. These committees meet to:

- form subject committees
- identify the causes of poor matric results
- seek solutions to the problems
- implement the strategies adopted to curb the situation
- motivate educators and learners.

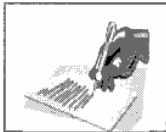
As a manager in education, you should always strive for the improvement of matric results by coming up with ideas for this good course.

CURRICULUM 2005 MEETINGS

The first curriculum 2005 meetings were held in 1994. Thereafter the curriculum 2005 committees were formed at national, provincial, regional and district levels to:

- find ways of implementing this new system of education
- monitor the implementation of this system
- evaluate the workability or viability of this system of education
- seek ways of improving this system now that it is operational.

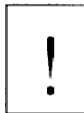
Here, we see a shift from the goal-directed approach to the outcomes-based system of education. The onus lies with you, to ensure that this new system works effectively.



Self Evaluation

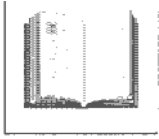
SELF-EVALUATION: ACTIVITY 2

Look back at some of the meetings that you have attended in the past. Classify them according to the types of meetings that you have learnt in this unit.



Important-take note!

Possible answers to this activity are at the end of this Unit.



Read Text

STAFF MEETINGS

All members of staff attend meetings of this nature. The management decides on the dates of such meetings, but otherwise they meet when necessary. It is in such meetings that ideas about the progress, growth or development of an organisation, are shared. These meetings serve to create a strong bond, that is very much needed, between the management and staff. Women in education management should grab the opportunity and use these meetings as a platform for:

- discussing systems and procedures
- emphasizing discipline
- planning
- organising
- delegating
- implementing
- monitoring and evaluating
- curriculum development
- motivation of staff members
- methods of improving results.



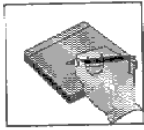
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SIMILARITIES AND DIFFERENCES BETWEEN TYPES OF MEETINGS

Some meetings take place at fixed intervals, for example an AGM takes place once a year. Others can take place anytime, depending on the need of that meeting, for example staff meetings, COLTS, Transformation and Gender, SGB, Quality Assurance, Managerial, negotiating, general, curriculum 2005, matric intervention and parents' meetings.

Some meetings are constantly held, for example managerial meetings, whilst others are held for specific purposes, for example COLTS and the Quality Assurance meeting. The number of people attending a meeting depends on its type. One may expect a few attendees for managerial and statutory meetings while the number will be considerably larger for public and parents' meetings.

It, therefore, becomes imperative for the person who calls the meeting to actually prepare a venue that will have the capacity to accommodate all the attendees.



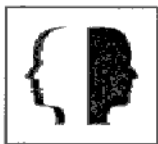
Summary

SUMMARY

From the above unit you have been introduced to different kinds of meetings and how each affects women in management. This unit has equipped you with skills on knowing which meeting is relevant at a particular point in time.

These types were managerial, negotiating, statutory, general, parents, COLTS, SGB, Quality Assurance, transformation and gender, matric intervention, curriculum 2005 and staff meetings. The above mentioned types of meetings were also briefly explained to indicate their similarities and differences.

As you have learnt about the types of meetings in this unit, the next unit will deal with the purpose of the meetings. This information will help you to understand why it is important to give people opportunities to bring up their ideas.



Reflection

REFLECTION

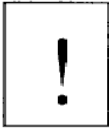
After finishing this unit, think about your role as a woman in management in different types of meetings. Also think about how best you can use this knowledge to improve your skills to manage meetings in your particular organisation.



Unit Test

UNIT TEST

What role do you think meetings play towards the development of the staff members of an organisation.



Important-take note!

Possible answers may be found at the end of this Unit.

SUGGESTED ANSWERS TO UNIT ACTIVITIES

SELF-ASSESSMENT ACTIVITY

No, I would not call this a meeting because, a meeting is formed by people who have a common purpose at a specific time and a specific gathering area.

PRACTICE ACTIVITY

Send invitation letters, together with the agenda, to the parents. Make sure that these invitations reach parents seven days before the day of the meeting.

SELF-EVALUATION ACTIVITY 1

A school governing body is representative when it involves all the stakeholders, like:

- parents
- educators
- support staff
- learners.

SELF-EVALUATION ACTIVITY 2

Please note that answers will vary depending on your past experiences. You can however, make use of the information given in unit 1 on all the different types of meetings.

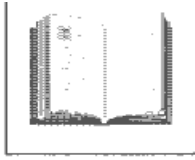
UNIT TEST

The following are examples of the advantages of meetings towards the development of staff members.

- It empowers (new knowledge is gained at meetings, for example Curriculum 2005 meetings).
- It develops team –building as people now have to work together, for instance, to try and solve a mutual problem, that will make them feel like a team).
- It develops skills, for example:
 - brainstorming
 - planning
 - communicating
 - organising.
- Feedback can indicate problem areas to improve on and motivate members if success was achieved.

Please note that these are only a few examples and that you may have thought of other examples.

UNIT 2: PURPOSE OF MEETINGS



Read Text

INTRODUCTION

In the previous unit you were introduced to different types of meetings. This unit discusses the purpose of holding meetings.

People hold meetings for different reasons. The purpose of a meeting is determined by the need. It is of no use to invite people to a meeting only to find that there is no issue that needs to be discussed. That would be a waste of time and energy. Meetings should be informative, constructive and beneficial to members of the organization.

Meetings should be productive. Therefore, thorough planning and preparation are essential to enable members to make meaningful contributions and take informed decisions. For you, as a manager, to ensure that the meeting remains focused and lasts for the agreed duration, you need an agenda that is approved by the members.

OBJECTIVES

At the end of this unit, you should be able to:

- demonstrate your understanding of the importance of meetings.
- employ tactics that will make a meeting yield productive results.

CONTENT

In order for you as a manager to effectively handle meetings, you should be aware of its purpose. Some of the reasons for holding meetings are discussed in this unit.

SOLVING PROBLEMS AND DISPUTES

This meeting aims at solving problems and addressing other issues pertaining to disputes. Good managers identify problems at their early stages and seek to solve them immediately. You must first determine the nature of a problem so as to be able to provide a suitable solution.

When solving problems in a meeting you, as a manager, should remain impartial. Say, for instance, you are confronted by a dispute between two staff members, you should give each one of them a chance to present their case. This will enable you to make a fair judgement.

SHARING IDEAS AND NEW INFORMATION

Managers should disseminate information to relevant persons as soon as possible. The sooner the information is disseminated, the more efficient and effective an organization will function. In such meetings you should be democratic, bracket out the attendees' beliefs and consider their ideas without looking at who they are.

Women managers often experience problems with chauvinistic people if their ideas become unacceptable. In such cases, you should exercise patience so as to avoid conflict. Exchanging of ideas is very crucial because attendees come up with different ideas. You must avoid working as an individual all the time but always strive to share ideas and new information using meetings as your wagon.

ALLOCATING TASKS

Meetings are sometimes held to allocate duties to staff members. When allocating tasks, you should consider the creativity and potentiality of your staff. As the manager, you should indiscriminately allocate tasks to all staff members.

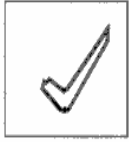
Allocation of tasks should not be done in terms of gender, race, religion, aspirations, values, beliefs or age. Areas of specialization should, however, be considered. In such meetings arguments are likely to crop up, especially with members who are reluctant to work.

Some people may not like to work under a woman manager, therefore you should ensure that the staff clearly understands the reason and criteria for task allocation and prepare answers to questions that are likely to come up before going to a meeting.

MAKING DECISIONS

Democratic managers do not take decisions in a cocoon. They take decisions together or in consultation with their staff members. This depends, of course, on the kind of decision. Women in management convene such meetings and allow staff members to air their views.

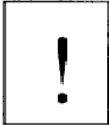
Decisions taken in such a manner are reliable as they involve views of different individuals. Through following meeting procedures, which will be discussed in the next units, women managers should accept decisions that were seconded and adopted.



Assessment Task

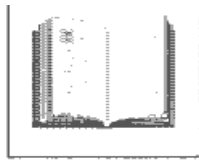
SELF-ASSESSMENT ACTIVITY

How can you use meetings to take effective decisions and make policies for your organization?



Important-take note!

Possible answers may be found at the end of this Unit.



Read Text

TO PLAN, ORGANISE, DIRECT AND CONTROL

In every successful organization, it is necessary to plan for meetings. To plan alone is a mistake that most managers often make. It is important for you to remember that the successful implementation of your plans depends on the staff members. They are usually eager to participate in the implementation of plans which they have developed. Another purpose of meetings is organizing and putting plans into action. This is achieved by collecting resources, both human and material. When calling for meetings, you should learn to delegate work to other members of staff so that they can effectively participate in the organization. When your staff has contributed, they will feel a sense of ownership, accountability and belonging to the organisation.

CO-ORDINATING

Co-ordination is essential for the successful functioning of an organization. You may be responsible for a department with several units and therefore charged with co-ordination of their activities. Members should make and accept constructive criticism.

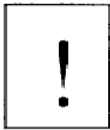


Self Evaluation

SELF-EVALUATION ACTIVITY 1

Mrs Ngubo owes Mrs Mayise R500-00 which she should have paid two months ago. Their personal affairs have started affecting their work. Mrs Mayise has intimidated Mrs Ngubo saying that unless the money is paid in full, Mrs Ngubo must not show up for work, lest something terrible is going to happen to her.

Do you feel that something must be done about this situation? With what purpose in mind will you go into such a meeting?



Important-take note!

Possible answers may be found at the end of this Unit.



Read Text

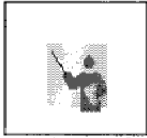
DETERMINING POLICY

Each organization must have its own policy where it outlines how and when to do things. Poor handling of meetings on policy matters may lead to the downfall of an organization. Therefore, you should direct discussions to ensure that issues are thoroughly discussed and resolved. This will create a sense of ownership of the resolutions of the meeting among members.

EMPOWERMENT

Here, the purpose is the allocation of more rights and opportunities to the previously disadvantaged groups. In such a meeting, all attendees must feel empowered and be given equal opportunities. They must enjoy equal treatment regardless of their sexual orientation, colour, creed and religion.

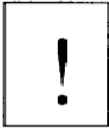
The provision of resources (material, workshops and seminars) serve to enrich the manager as well as the staff members. In such meetings the information usually moves from the resource person to the attendees. This information flow may take the form of group work, teaching, problem solving and practicals. Women managers must be empowered and enriched through the use of such the strategies.



Practise Activiy

PRACTICE ACTIVITY

Do meetings always serve the purpose they are called to serve?



Important-take note!

Possible answers may be found at the end of this Unit.



Read Text

TO EASE TENSION

Here, we are looking at a meeting that is aimed at easing tension in a workplace. As a woman manager, you should know the importance of such a meeting. As a person chairing the meeting, you are expected to apply your negotiating skills in order to ease tension. The staff should help to prepare the agenda well in advance.

Remember that you want to create a warm atmosphere in the workplace. Therefore, steer the meeting in the right direction in order to achieve your objective of diffusing tension. At the end of the meeting you may consider a follow up meeting to motivate members.

FINALISING MATTERS

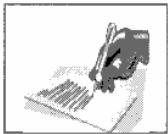
The purpose of this meeting is to finalise all outstanding matters. As a manager, you should give people a chance to brainstorm so that you can all come up with satisfactory resolutions.

A meeting of this nature can be called to deal with issues like policy formulation, staff development, action planning, and others. Remember that matters have to be finalized before they are implemented. During the proceeding of such a meeting, you should give directive to the attendees.

INFORMING

Your meeting should be informative. In other words, make sure that when you invite members to attend, you have thoroughly prepared for them. If a member asks you questions about what is discussed, make sure that you have relevant answers ready.

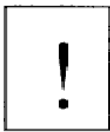
Members must definitely benefit from all input made in a meeting. This does not suggest that members only benefit from your input as chairperson, but you must also benefit as well from their input. That is why it is important that all members attending the meeting should participate effectively.



Self Evaluation

SELF -EVALUATION ACTIVITY 2

Keeping your own institution in mind, list the reasons why you think it is necessary to hold meetings.



Important-take note!

Possible answers may be found at the end of this Unit.



Read Text

STAFF DEVELOPMENT

As a manager, you can use a meeting as a tool for developing your staff. This can be done by rotating the chairing of meetings. If, for example, Gender Focal persons in KZN meet every fortnight, the chairing of the meetings may rotate from district to district. In this manner, each member is developing various skills such as conducting meetings, public speaking and gaining experience. As a manager, it is your responsibility to ensure that the chairperson and those who should attend the meeting take part in drawing up the agenda of the meeting.

EVALUATING

Meetings are called to evaluate the progress made by staff members regarding certain projects. You must ensure that whatever projects you are managing, are closely supervised, monitored and evaluated.



Summary

SUMMARY

The unit has highlighted to you the importance of holding meetings. You know now how you can effectively run a meeting. For each and every meeting that you hold, you should always have a clear purpose and you will know, for example, what to do to solve problems, to make decisions and to determine policy. This knowledge has thoroughly prepared you for procedures followed in planning meetings. This will be discussed in the next unit.



Reflection

REFLECTION

Reflect on the meetings that have taken place in your institution. Were objectives (purpose) of the meetings clearly set out before the actual meetings? If not, what will you do to ensure that this does not happen in the future.



Unit Test

UNIT TEST

Having gone through this unit, discuss the purpose of meetings and clearly indicate what triggers them.



Important-take note!

Possible answers may be found at the end of this Unit.

SUGGESTED ANSWERS TO UNIT ACTIVITIES

SELF-ASSEMENT ACTIVITY

Decisions taken during meetings must be democratic so that every staff member or stakeholder can be a part of the decision-making process. Decisions made autocratically often cause problems. Effective policy development takes place when all members take part in policy formulation.



Self Evaluation

SELF-EVALUATION ACTIVITY 1

The incident between Mrs Ngubo and Mrs Mayise was a personal issue but now that it is affecting their work, it calls for intervention. A meeting must be called for both Mrs Mayise and Mrs Ngubo. The purpose of this meeting is to resolve conflict. The manager should be fair in resolving this issue. Listening to both sides of the story should help the manager to judge fairly and resolve the conflict.

PRACTISE ACTIVITY

Managers call meetings even if there is nothing much to discuss. Such meetings are therefore a waste of time. Some of the meetings are called with only one item on the agenda and only to find that during the meeting they digress even from one item.

SELF-EVALUATION ACTIVITY 2

Meetings are held for different reasons. Some of the reasons for holding meetings are to:

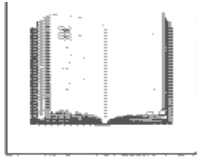
- discuss issues at hand
- solve problems
- share ideas and new information
- make decisions
- co-ordinate actions of individuals
- determine policy
- enrich and empower
- plan, organise direct and control
- ease tension
- gather information and feedback
- motivate
- make members benefit from them

- train members
- evaluate.

UNIT TEST

Meetings are held to evaluate, enrich, plan, solve problems, organize, control, evaluate, empower, direct, share ideas and discuss issues at hand. Meetings are held to democratize decisions, make collective efforts such that all members are part of those decisions. Meetings are triggered by need and constitutional procedures. They may also be triggered by problems which take place within the organization. It is advisable that you solve problems at their teething stages. Lack of expected progress in the organization may trigger the need to evaluate and find the reasons behind it.

UNIT 3: PROCEDURES PRIOR TO THE MEETING



Read Text

INTRODUCTION

The previous unit dealt with different purposes for holding a meeting. Not all meetings have a common purpose but, the purpose depends on the nature of a meeting.

In this unit we shall concentrate on procedures that need to be followed prior to a meeting. Such procedures are: sending invitations, organizing a venue, drawing up the agenda, defining terms of reference, sending minutes of previous meetings, organizing all the equipment that might be needed during the meeting such as overhead projector, public address system, slides, podium and video projector.

OBJECTIVES

After working through this unit, you should be able to:

- identify all the steps that need to be followed prior to a meeting.
- plan for meetings.



Read Text

CONTENT

Now that you know the different types of meetings and when to hold them, we would like to take you further through this unit on procedures prior to a meeting.

VENUE

One of the things that you need to do prior to a meeting is to set up a venue. In most cases, it is the duty of the secretary to see to it that the venue for a meeting is ready. The venue to be used is determined by the number of attendees, that is in terms of size.

The setting up of the venue includes things like tables, chairs, the public address system, and audio-visual aids. At times you find that the venue has to be booked, therefore it is very important that it is done before the meeting is confirmed. Be sure to check the proper functioning of electronic gadgets like microphones and audio-visual aids to avoid embarrassment during meetings. Make sure that the venue is user friendly, that is, spacious, ventilated and comfortable.

INVITATIONS

A notice of a meeting may be given verbally, by telephone, on notice board, personally or in written form. This should be done in good time to enable participants to prepare for the meeting.

A written notice may vary from being a friendly memo to a strictly formal notice drawn up in a legal style, or it may be a memorandum that merely has to be completed. Ensure that the notice contains the following:

- The name of the organization or structure.
- The address of the organization or the secretary's address.
- The date of transmittal.
- The secretary's telephone number.
- The type of meeting, annual general meeting, or committee meeting.
- Date, time and venue.
- Signature of the secretary.

Ensure that the notice of a meeting is accompanied by an agenda and the minutes of the previous meeting. Failure to type these documents jeopardizes the status and credibility of the meeting as well as the organisation.

Below is an example of a notice of a meeting:

Provincial Transformation and Gender Equality Committee Meeting

Venue Durban Finishing School

Date 02 November 1999

Time 10h00

Suggested Agenda:

1. Opening and Welcome
2. Report on the Special Meeting: 12 October 1999

3. Reports : Regions, Stakeholders and Provincial Co-ordinator
4. Business Plans
5. Report: Education Policy Reserve Fund
6. Short-listing: Service Providers
7. Induction Workshop: Seconded Staff
8. Any other business
 - 8.1 Department of Education
 - 8.2
 - 8.3
 - 8.4

AGENDA

The agenda is a brief summary of what is to be discussed in a meeting. It gives the direction that needs to be followed. It is usually done in point form.

The structure of the agenda should be designed sequentially, for instance, welcoming cannot come towards the end of the agenda, but at the beginning. The agenda needs to be in numerical order. The topics that are related should follow one another so that there may be a good trend of thought.

As mentioned earlier, the agenda should be sent with the invitation in order to give attendees enough time to prepare for the meeting. It should not be too long but should be in keeping with the length of the meeting. If the agenda is too long, the attendees may become bored and the meeting may not yield positive results. You should, therefore, avoid long agendas for your meeting.

The wording used in the agenda should be user-friendly and unambiguous. The drawing up of the agenda depends on the chairperson's instructions. Some of the things that appear on the agenda are:

- reading of previous minutes
- adoption
- matters arising from minutes
- apologies
- topics for discussions
- correspondence
- matters under general.

PREVIOUS MINUTES

A meeting is unlikely to take place without the minutes of a previous meeting. Your minutes should:

- be typed
- be chronologically arranged
- be represent what actually happened in the previous meeting
- be clear
- be fair
- be objective
- be short and concise.

You should also ensure that your minutes are written in past tense. Since minutes are such an important record, they should be properly filed to ensure continuity in your organisation.

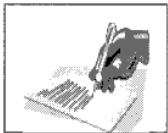
ATTENDANCE REGISTER

The attendance register must be circulated to all attendees before the meeting starts. This helps to ascertain the number of people attending the meeting.

This document should have columns for:

- name
- portfolio
- signature and
- telephone.

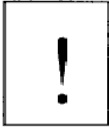
You should ensure that this document is safely kept and that members absent with or without apologies are noted.



Self Evaluation

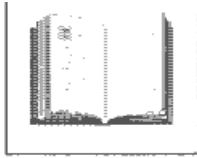
SELF-EVALUATION ACTIVITY 1

Think of a meeting in your organization that was unsuccessful in terms of achieving its objective. What caused this problem? List some of the common causes of this problem in your organization.



Important-take note!

Possible answers to this activity are at the end of this Unit.



Read Text

BRIFIENG OF MEMBERS

The nature of a meeting determines the agenda and who should attend. It is very important that the relevant attendees must be briefed before the meeting. The reason behind this is that the attendees must come well prepared for what will be discussed.

Sometimes the aim might be to influence members in order to adopt a certain idea or view. Another reason for briefing members might be to save time during the meeting. Explanation and clarification of certain issues might be done during briefing. The tendency is that managers do not always brief members before hand. It is important to plan ahead for your meeting in order to achieve success.

ITEMS NECESSARY FOR THE MEETING

Before a meeting is held, it is very important that you make all the necessary preparations. Such preparations require that you have the public address system ready, especially if the venue is very big and you know that you may not be audible enough. Meetings become chaotic if the speakers voices does not reach all present. Therefore, to avoid such disturbances, make sure that you are well prepared for it.

AUDIO-VISUAL AIDS

The nature of a meeting determines the audio-visual aids needed. For instance, if it is an Annual General Meeting (AGM), you may have to use the overhead projector and transparencies. In this type of a meeting, the financial report is given. The treasurer should give attendees written financial reports. You need an overhead projector and transparencies to reflect the figures you are talking about. This enables all the attendees to see what you are talking about. It is essential that the woman in education management prepares such equipment before the meeting and that it functions properly.

VIDEO PROJECTOR

The video projector, works like the overhead projector but it serves a different purpose. It is expensive and very few organizations have it. As a woman manager, you also need to know how these electronic gadgets work and should be able to operate them yourself. This is a challenge on your part.

COMPUTER

Another gadget that is also used in meetings is a laptop computer. This is used for typing minutes. These are gadgets that you need to have in your organization in order to uplift its standard. A computer saves a lot of time and energy. Nowadays it is essential that you must be computer literate so as to be able to prepare for meetings as well as an unlimited number of other activities.

TAPE RECORDERS

At times the chairperson requires the meeting proceedings to be recorded. This gadget has to be available in case it is needed. The reason for recording the proceedings is that the secretary may not be able to take down everything that is discussed. You can always play the conversation back in order to complete the minutes. A tape recording is a reliable source. You need to make sure that you prepare well in advance, making sure that the tape recorder is functioning. This will help you to be organized and thus work effectively.

TERMS OF REFERENCES

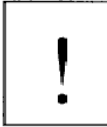
It is very important to know what will be addressed in a meeting. This will enable you to prepare all the references that you will need for that particular meeting. For instance, in an Annual General Meeting, a financial report is given. Make copies of the financial statements available to all the attendees so that everybody can refer to them. You need to think very deeply about what materials you need to bring to the meeting. Remember that you cannot easily refer to something that is not available at the meeting.



Practise Activiy

PRACTICE ACTIVITY

Imagine that there is going to be a big meeting that will involve attendance from outside your organization. The meeting will be at your work place and you will be chairing it. Draw the agenda for this meeting which will be about vandalism in your organization.



Important-take note!

Possible answers to this activity are at the end of this Unit.



Read Text

CHAIRPERSON'S REPORT

The chairperson's report can be sent to members prior to the meeting. As a manager you may want the attendees to have a look at your report prior to the meeting. If you are a person who wants to manage time effectively, you will ensure the smooth running of the meeting. Therefore, you will want your chairperson to come prepared for the meeting.

DUTIES OF THE CHAIRPERSON

Before the meeting:

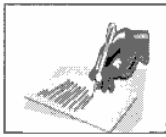
- ensure that time and place are appropriate
- ensure that an agenda has been prepared and sent off in good time
- ensure that proposals are correctly worded and are properly seconded
- prepare seating arrangement
- prepare the p.a. system, audio-visual aids and lighting
- send previous meetings' minutes together with notice of the meeting
- ensure that sub-committees have met and that their reports are ready
- prepare the chairperson's report and send it out in advance
- prepare for the meeting
- time each item well.

PREPARATION OF TOPICS IN ADVANCE

Topics for discussion must be prepared in advance. These topics are arranged in the order of importance on the agenda. Members may be given a space to add issues or items in the agenda (new matters).

The chairperson, treasurer, secretary and other members must prepare reports relevant to their portfolios.

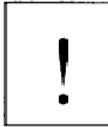
Ensure that all topics to be covered in a meeting are proof read before being delivered in a meeting. Unprepared speakers jeopardize the credibility of the meeting.



Self Evaluation

SELF-EVALUATION ACTIVITY 2

From your experience which of the topics discussed above have contributed to the success of the meetings that you have chaired?



Important-take note!

The possible points to include in your answer are given at the end of the Unit.



Read Text

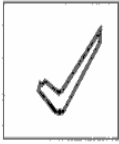
ALLOCATION OF PARKING AREAS

Prior to a meeting, the organizers should ensure that the parking area is made available for attendees with cars. This may not be necessary if the meeting is within the same workplace. Please ensure that the parking is easily accessible and safe. If you cannot do it yourself, you should delegate.

ALLOCATION OF TIME

Each item is allocated a certain number of minutes before the meeting starts. This time allocation should strictly be adhered to. It should be in relation to the starting and finishing time of the meeting.

When terms of reference have been outlined, time is easily managed. Time is important in all spheres. Therefore, you should ensure that you acquire time management skills.



Assessment Task

SELF-ASSESSMENT ACTIVITY

As a woman manager, what do you think are the factors that lead to the ineffectiveness of meetings? Support your answer by drawing from what you have learnt in this unit so far.

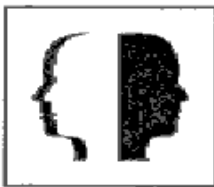


Summary

SUMMARY

In this unit you have been introduced to all the necessary procedures that need to be taken into consideration prior to meetings. You can now prepare and do proper planning for a meeting. You can book the venue, send invitations, draw up the agenda, allocate time, brief members, use terms of reference, prepare topics in advance, circulate the attendance register and write the chairperson's report.

It is hoped that this information has aided and prepared you for the next unit which deals with procedures during meetings.



Reflection

REFLECTION

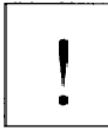
Having gone through this unit, reflect on your experience in procedures prior to a meeting. Think of how you can use the information that you have learned in this unit to improve your preparations for meetings in your institution.



Unit Test

UNIT TEST

Having gone through this unit, indicate some of the procedures that you would follow prior to a meeting.



Important-take note!

The possible answer to the test question is given at the end of the Unit.

SUGGESTED ANSWERS TO UNIT ACTIVITIES

SELF-EVALUATION ACTIVITY 1

Keep in mind that answers will differ according to own experiences. Here, you can site any incident that brought about an embarrassing situation in a meeting.

An example would be when the venue was not booked on time and the meeting was delayed as a result. Maybe you could add that some of the would-be-attendees left even before the meeting started because they got impatient.

PRACTICE ACTIVITY

You may consider the following points for your answer:

- Consulting all the potential attendees (invitations).
These invitations will be to community members, policy officials and members of your organization.
- Drawing up the agenda
- Proper terms of reference
- Preparations for the meeting
- Preparation for the meeting.

SELF-EVALUATION ACTIVITY 2

Take note of the fact that answers to this activity will vary depending on your own experience You can however mention any of the following procedures:

- venue
- invitations
- agenda
- previous minutes
- register.

SELF-ASSESSMENT ACTIVITY

You may wish to consider the procedures that you have learnt from this unit and link them to your experience of ineffective meetings. You may wish to utilize the following:

- not drawing the agenda
- not sending out invitations
- not bringing minutes of previous meetings.

UNIT TEST QUESTION

You should consider including some of the following steps:

- setting up the venue
- sending out invitation
- drawing the agenda.

UNIT 4: PROCEDURES DURING A MEETING



[Read Text](#)

INTRODUCTION

In the previous unit you were introduced to the procedures prior to a meeting. The purpose of this unit is to equip you with the skills and procedures to be followed during a meeting. We are going to address the role of the chairpersons in meetings, how they are elected as well as the powers vested upon them. We will further look at debates, motions, voting, protection of members and boardroom etiquette. This will give you skills on how to effectively and efficiently run a meeting.

OBJECTIVES

By the end of this unit, you should be able to:

- state the powers of the chairperson
- discuss the procedures for debating in a meeting
- discuss how to move a motion
- discuss how motions are converted into decisions
- discuss boardroom etiquette
- list the conditions of when a member may speak out of turn.



[Read Text](#)

CONTENT

ELECTION OF A CHAIRPERSON

The election of a chairperson depends on the rules and requirements of the constitution. It is always better if the chairperson is elected unopposed. If a vote is called for, a temporary chairperson must be appointed to handle the voting. It is important that voting be done using ballot papers to avoid embarrassing the nominees. Where the incumbent chairperson is re-elected, someone must be appointed to chair until the results are

announced. As soon the chairpersons are elected, they assume their positions and start by thanking the members for electing them. You, as a woman manager, should ensure that these procedures are followed to avoid your results being declared null and void.

The stage of electing the chairperson is where things start. After having been elected, the chairperson enjoys certain rights and powers by virtue of the position.

POWERS OF THE CHAIRPERSON IN A MEETING

Irrespective of gender, the chairperson has powers during a meeting. These are to:

- control the meeting
- maintain order and discipline
- withdraw speaking rights of other members as well as to ask them to leave the meeting if necessary
- decide on the procedures to be followed in a meeting
- decide on the point of order
- take final decision
- allocate turns and time limits to speakers
- make a ruling where necessary
- cast a decisive vote in a motion.

You should uphold these powers and put them into practice without hesitation.

THE QUORUM

Before your meeting starts, ensure that a quorum is reached. This is a minimum percentage of members that must be present in a meeting in order to take legal and binding decisions. The percentage of the quorum must be catered for in your constitution. If it is not, a minimum of 50% is acceptable.

You should further ensure that persons who form the quorum should be present from the start to the end of the meeting. When members make an apology and leave the meeting during proceedings, it may happen that the quorum no longer exists and the meeting cannot proceed. You too must follow the meeting rules and procedures as stipulated in the constitution because decisions taken after some members have been excused are not valid.

PROCEDURES FOR DEBATING DURING A MEETING

As a manager, you should encourage debate. Debating is fruitful in a meeting if it is done in accordance with the rules. Items should be discussed in sequence as outlined in the agenda or you should get permission to change them. If you are a chairperson you should try to let a supporter or opponent of the motion speak alternatively. Also give a minority group a reasonable chance to put their case.

Even though speakers may speak via the chairperson, points of order may be made without seeking permission, but they must be directed to the chairperson. You should guard against personal attacks in such cases. A speaker may invade the forum by point of order only to attack a speaker on the floor.

When members have been given permission to speak, they must address you as the chairperson. As a chairperson you are the bridge through which speakers debate. Avoid dialogue. Like their counterparts, women chairpersons should stand firm and follow the rules of the game. After having spoken, speakers must stop or sit down without any further arguments. Each member is allowed one turn on each motion, except the chairperson. After the motion has been moved, decisions may be taken and progress made. It is imperative that you understand these procedures clearly because people will tend to undermine you. Remember your place is no longer in the kitchen but in the office.

MOTIONS AND DECISIONS

A motion is a suggestion laid before a meeting for consideration. If seconded and accepted by the house, it is then opened for discussion by the chair. As soon as the motion is accepted, it becomes a binding decision. You must ensure that your motion complies with the following conditions:

- must be properly proposed and seconded
- must be clearly defined
- must be positively stated
- must be stated in such a way that a definite decision is taken and implementable
- must specify one aspect
- no motion on the agenda may be withdrawn without the permission of the chairperson, seconder and the meeting.

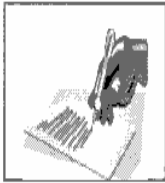
You must be aware that some members can be unhappy with the motion. They propose counter suggestions (countermotion). Even if those people are the minority you should give them a chance to come up with their suggestions.

Some members may be unhappy with the wording of the motion. You must give them a chance to add, replace or delete certain words. If the amendment is accepted, it must be included with the original motion and discussed as one motion. Also, you should note that an amendment should have the following characteristics:

- it must preferably be in writing
- it must be positively stated
- no member(s) may propose or second an amendment on the same motion more than once
- an amendment must be proposed after the motion has been opened for discussion but before a vote is taken on it

- a motion can be amended more than once and amendments may also be re-amended.

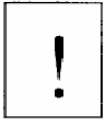
Therefore, it is important that you should equip yourself with these skills so as to be effective and efficient in such situations.



Self Evaluation

SELF-EVALUATION ACTIVITY 1

Discuss the procedures you would follow to elect the chairperson of your organization.



Important-take note!

Possible answers to this activity are given at the end of this Unit.



Read Text

POINT OF ORDER

Any member may call a point of order without having to raise a hand. In this way a member avoids the chairperson's regulations. This may happen if a member:

- uses offensive or dirty language
- personally attacks another member
- are not enough to form a quorum and the chairperson is not aware of the fact.

You must be aware that a person may speak without the permission of the chair, to make a point of order. Whilst these freedoms may be given to members, you should ensure that the meeting does not run out of hand. For example, three or more persons may want to make points of order in succession. If you allow this to happen, your meeting will run out of hand and thus fail to achieve the intended purpose.

VOTING IN MOTION

- *Exclamation*

This is the easiest and most time saving method. You should request those members who are in favour of the motion to shout “yes” and those who are against the motions to shout “no”. The group that shouts the loudest wins the vote. This method of voting, however, may have shortcomings. Its results are not reliable and thus must not be used frequently. This is because the “number of shouts” cannot be counted. As a manager, you should avoid this method, especially when critical issues are being discussed. You may use this method for larger groups, where counting can take time. You may also use it deciding unimportant matters are voted upon, for example, be held on the 5th or 6th.

- *Raising of hands*

As a chairperson, request those members who are in favour of the motion to raise their right hands. You should guard against members raising both hands. Such members must be seriously disciplined to discourage them from such malpractices which may lead to the downfall of the organization. You should further give members who are against the motion a turn to raise their hands. If the number of votes for members against the motion is bigger, you should give them first priority and the members with the least number of votes should be given second priority. Whichever motion has a bigger number of votes wins and a motion changes to be a resolution. You, as a chairperson, must not count votes, but must request another member to do the counting. Voting is, therefore, very important because decisions taken, have the blessing of most of the members. You must therefore ensure that it is properly carried out.

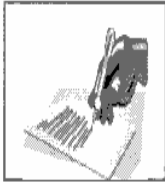
- *Division*

You should request members in favour of a motion to move to the right of the floor and members against the motion to move to the left. Members on each side are counted. This method is better and its results are reliable. However observation by members that some members voted in favour or against the motion may raise hatred and tensions with the organization. This method may be time-consuming and may cause inconvenience when members have to stand up and move to the sides. The venue you are using may also not allow this kind of voting. You may only use this method on matters which are not crucial, for example, if your staff has to vote on whether a meeting should continue without a public address system or not.

VOTING PAPER AND THE PROXY

Votes are put on small pieces of paper. These papers are folded and put into a box. This ensures that a member’s vote is secret. This is an important aspect in an organization when elections are in place. You must ensure that members are not forced into taking decisions against their will. In this way members are protected because no one knows whom one has voted for.

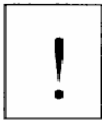
It is possible that a member may have commitments and may not be available for a particular meeting. This member may appoint another person (member or non-member) to vote on their behalf. The proxy will have a written permission from the registered member who was unable to attend a meeting. This vote is called a proxy. You, as the manager, should ensure that this proxy is valid and signed by the registered member.



Self Evaluation

SELF-EVALUATION ACTIVITY 2

As a woman in education management, which method of voting do you prefer and why?



Important-take note!

Possible answers to this activity are to be found at the end of this Unit.



Read Text

THE PROXY'S RIGHTS IN A MEETING

As duly appointed by a registered member, the proxy is entitled to the following rights:

- attending a meeting on someone else's behalf
- speaking at the meeting
- demanding a poll or join in the demand for a poll
- may normally not vote by the show of hands but is entitled to vote on a poll
- may, through provision in the constitution, vote
- on the show of hands, the proxy may be entitled to vote on:
 - the question of adjourning the meeting
 - the question of the election of the chairperson of the meeting.

You should ensure that the proxy is entitled to the same rights as the appointee. The proxy may come up with new dynamics that can positively contribute towards the productive functioning of the organization.

THE PROXY'S RIGHTS IN ADJOURNED MEETINGS

The proxy, if properly appointed, is entitled to the same rights at any continuation of the original meeting. The proxy's appointment may be revoked by the appointee: in writing by conduct, that is, by the proxy taking part in the proceedings at a meeting. Therefore, you should treat proxies in postponed meetings equally as you would have done in original meetings. This is because both meetings are also equally important.

BOARDROOM ETIQUETTE

According to the Collin's English dictionary and Thesaurus (1994:384) etiquette is the "custom or rules governing behaviour regarded as correct in social life". Boardroom etiquette is, therefore, a set of rules, written or unwritten, governing behaviour in a boardroom. You, as a woman chair, should be well vested with these to avoid conflict in meetings.

At a formal meeting if you are a chairperson, with a few exceptions, you should not propose a motion or take part in discussions. At committee meetings, your input is most welcomed. When participating in such meetings, you should be firm but not dictatorial. Ensure that you remain in control of the meeting from the start to the end.

When may an amendment be made in a meeting? An amendment may be moved at anytime during the debate, but if the voting has already started, it is too late to move an amendment. For the sake of clarity, a member may not interrupt a speaker to move an amendment but wait until the chairperson gives permission. You must also note that amendments may be moved during the meeting without prior notice.

You must note that various motions may be moved to close the debate. Although there are many motions for closure, the following three must meet all the requirements:

- that the debate be now closed
- that the matter be dropped
- that the debate be adjourned.

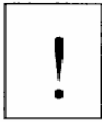
The other members may wish to further debate on the issue. The decision to invite further deliberations is mooted by you as the chairperson. You must clearly understand these rules as they will be needed from time to time in your meetings.



Practise Activiyy

PRACTICE ACTIVITY

Suppose you allocate work to your staff members who claim it is too much. In a meeting of this nature, explain how you would use your skills of meeting management to “have” them take their loads with satisfaction.



Important-take note!

Possible answers are found at the end of this Unit.



Read Text

PROTECTION OF THE MINORITY

If you feel that the issue at hand has not been fully discussed, it is important that further deliberations are invited. It is your duty to be reasonable and fair in your meetings. Minorities are often overpowered by majorities. They need your protection. Remember they are your constituency too. For example, at a meeting largely attended by men in your organization, a motion which favours women is tabled. It becomes apparent that men are against it and before the issue is thoroughly discussed, they call for a vote. Instead of going by their proposal, you should allow more time for further deliberations.

Always remember that when a motion is under discussion, the debate may be interrupted only in the following ways:

- moving an amendment
- a motion that the matter now be put to the vote (the previous question)
- a motion that the matter be dropped (the next question)
- a motion that the debate or meeting be adjourned
- a motion that the matter be reflected back to the committee concerned
- you, as chairperson, permitting a member to give a personal explanation or make a personal statement.

You should also note that a member may wish to give a personal explanation, however it rests with you whether or not to allow that. You may order the member to sit down if you feel that explanation is not necessary. If, for example, a certain task has been assigned to a member who then gives a trivial explanation of not being able to do the job, you should give a seating order. Always remember that minorities' viewpoints are also important.

When may a member speak out of turn? It often happens that a member who could make a valuable contribution to the meeting, remains silent for fear of speaking out of turn and being called to order. You should allow a member to speak if:

- a member's motion does not appear on the agenda
- the minutes of the meeting are not accurate
- the member feels that the resolutions need to be reviewed
- the member wishes to make an announcement
- there is a strong feeling to give speaking rights
- there is an amendment.

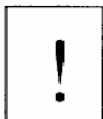
You must follow these procedures to enable your members to air their feelings without fear of reprimand. Be democratic in your meetings and yet be in order. You as a woman in management, have a challenge to empower your members in meetings. Your failure to effectively conduct meetings will render your organization ineffective. Don't allow time eaters to dominate your meetings.



Assessment Task

SELF-ASSESSMENT ACTIVITY

Resolutions taken in meetings are the backbone of an organisation and they determine its success and failure. How can the following: debate, decision and voting, contribute towards the success of your organisation?



Important-take note!

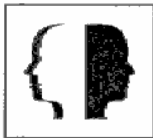
Possible answers to this activity are given at the end of this Unit.



Summary

SUMMARY

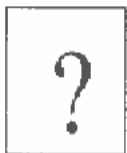
In this unit you were introduced to procedures during meetings. This unit discussed election of chairperson, powers of the chairperson and the quorum, procedures for debating in a meeting, as well as the speaking rights of members. Through this unit it is hoped that your meetings will be effective and efficient. In the next unit you will be introduced to office bearers and their roles in a meeting.



Reflection

REFLECTION

Having gone through this unit, reflect on your performance as woman in management in playing the role of a chairperson of a meeting of your organization.



Unit Test

UNIT TEST

Having gone through this unit, indicate the steps you will take when preparing and conducting your next meeting.



Important-take note!

Answers to this unit test will be given at the end of this unit.

SUGGESTED ANSWERS TO UNIT ACTIVITIES

SELF-EVALUATION ACTIVITY 1

Ensure that before conducting an election, you consult the constitution of the organization. Stick to clauses on the election of a chairperson. It is better if the chairperson is elected unopposed. If a vote is called for, a temporary chairperson must be appointed to handle the voting. Also ensure that voting is done through secret ballot to avoid embarrassing the nominees. The nominees must leave the room during voting. On announcing the results, ensure that the nominee with highest votes is announced. As soon as announced, the newly elected chairperson assumes the responsibility of the chair.

SELF-EVALUATION ACTIVITY 2

Keep in mind that answers may differ according to your own experience, but a secret ballot is often preferable because:

- it ensures that nominees are not embarrassed
- the votes of members remain known to them
- the votes are realistic because no one wants to please anyone
- it ensures that no member is intimidated.

PRACTICE ACTIVITY

It is important that as chairperson you make your suggestions in a question form. This is a very good strategy for efficient chairpersons. For example you may say “I would love to have everyone happy about the load, but now what about the remaining load? Who is going to do it?” their suggestions will solve your problems. Don’t be prescriptive but rather be descriptive.

SELF-ASSESSMENT ACTIVITY

Firstly, resolutions must be legitimate, that is, they must have been taken following proper procedures as determined by the constitution of the organization. Debate may be positive or negative. Positive debate should be encouraged in meetings. A suggested motion must be seconded first before deliberations are invited. Ensure that the motion is clearly defined and is implementable. The motion must start with “that”. Voting must follow the rules as outlined in the constitution of the organization.

- The use of secret ballots is credible, compared to other forms of voting. This will ensure the success of the organization.

UNIT TEST

You must ensure that it is called in time. Ensure that a quorum is formed. Each member has received the agenda as well as the minutes of the previous meeting.

- Circulate the attendance register and read apologies.
- Make sure that the minutes of the previous meeting are adopted.
- Discuss the matters arising from minutes.
- Go to the points of discussion.
- Select relevant committees and allocate tasks.
- Discuss matters under general.
- Announce the date of the next meeting and allow one member to propose closure.
- Closure must also be seconded before you close your meeting.

UNIT 5 : OFFICE BEARERS AND THEIR ROLES



Read Text

INTRODUCTION

In this unit you will be introduced to the office bearers and their roles. You will find that the roles of the office bearers are, in fact, what you have learnt about in unit 4 under procedures during meetings. This is a link between unit 4, 5 and 6. Unit 6 will be addressing causes of unproductive meetings.

The office-bearers that will be covered in this unit are the:

- chairperson
- secretary
- treasurer.

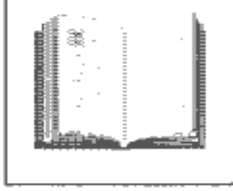
The characteristics of a good chairperson will also be discussed. Remember that conducting effective meetings depends a lot on the office-bearers knowing their roles.

It is imperative that the office bearers work collaboratively for the success, not only of their meetings but, of their organizations as well.

OBJECTIVES

After working through this unit, you should be able to:

- define the office bearers' titles, that is, the chairperson, the secretary and the treasurer
- define the roles of the office bearers.



Read Text

DEFINITION OF TERMS

OFFICE BEARERS

Another word for “office bearer” is “office holder”. To be an office holder means that you hold a very important position in an organization. This position is official.

THE CHAIRPERSON

Usually if you are a head of an organization, you automatically become its chairperson. You are also the chairperson of the organization’s committee.

THE SECRETARY

If you are the secretary, it often means that you are employed to do office work. Other secretaries of organizations are automatically the managers, but this normally applies to political parties or trade unions. Other secretaries do not work in the office, but they are just elected to be secretaries of certain committees.

THE TREASURER

The treasurer holds a very powerful position in an organization. This means that you, as the treasurer, are in charge of the financial matters of an organization. You are the one who keeps its accounts.



Read Text

THE CHAIRPERSON

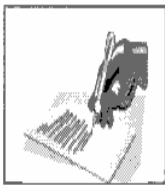
The chairperson has a major role to play in an organization. Therefore, it is very important for the chairperson to possess leadership qualities such as:

- being a good: communicator
 listener
 delegator
 co-ordinator
 motivator.
- being fair: firm
 democratic
 considerate to others.
- being goal directed.

THE ROLE OF THE CHAIRPERSON

The chairperson plays a major role in a meeting. If you are a chairperson, some of your duties are as follows:

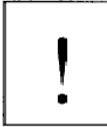
- To ascertain that a quorum is possible before convening a meeting.
- To ensure that there is strict compliance with your organization's rules and regulations in respect of meetings.
- To ensure that all the points in the agenda are dealt with sequentially, that is, as they are listed.
- To follow the scope of the meeting and not to allow the discussion of motions that are outside it because they will be a waste of time.
- To give each member the opportunity to take part in a discussion at hand.
- To ensure that the minutes of the previous meeting are approved and signed.
- To demonstrate your ability to maintain order in a meeting by not allowing a member, who is speaking, to be disturbed.



Self Evaluation

SELF-EVALUATION : ACTIVITY 1

Drawing from your experience as woman a in education management, which two of the chairperson's characteristics, as previously discussed, do you consider to be the most important.



Important-take note!

Possible answers to this activity are at the end of this Unit.



Read Text

THE SECRETARY

The secretary deals with all the paperwork in an organisation. You as a manager must ensure that your secretary has good skills of minute taking, processing and storing information. Your secretary must be numerate, computer literate and must be trained in short-hand writing.

As a manager you should expose other members to the role of minute taking, just incase your secretary is absent from work. This also develops the staff. The role of the secretary is important in an organisation because it (the organisation) cannot function effectively without records.

THE DUTIES OF THE SECRETARY

The success of a the meeting rests on how well it is organised. The secretary plays an important role before and during the meeting. The secretary's role before the meeting is:

- To ensure that members are informed of a meeting in time. This will give the members enough time to prepare. If members come unprepared, the outcome of a meeting may not be good. Make sure that the secretary is aware of time frames and deadlines as outlined in the constitution.
- To prepare the agenda of a meeting. Items that appear on the agenda must be discussed with the chairperson before the meeting.
- To ensure that the members see the agenda before a meeting to ascertain that it has been correctly worded. The agenda, together with the minutes of the previous meeting, should be sent to members well in advance.

- For example, if the treasurer is to give a financial report in an annual general meeting, members must scrutinize the report before the meeting. If a policy statement is to be discussed and adopted, members must get hold of it before the meeting.
- To prepare the minutes. The secretary should ensure that the minutes are up-to-date and that correspondence has been correctly filed so that it can be presented at the meeting.
- To secure a venue. A meeting must be held in a clear, healthy environment. The room must be big enough to accommodate all the attendees.

During the meeting the secretary has to perform the following tasks:

- Ensure that the attendance register is circulated to all attendees during a meeting. All the attendees must sign and no one must sign on behalf of the other person.
- The secretary must check that a quorum is present according to the constitution.
- The secretary must read the minutes at the beginning of the meeting if they were not sent to members prior to the meeting. It is advisable that minutes be sent to members for scrutiny so that the chairperson may easily ask for adoption of minutes of the previous meeting.
- During the meeting the secretary records all the proceedings. You should ensure that the correct wording has been used. The names of motion movers, seconders and figures must be correctly written. Always remember that minutes are there to represent an action plan and how to implement it. For the success of an organization, at least all members, if possible, must be trained on how to keep records.
- Whenever there is voting, the secretary must ensure that the number of those who voted is recorded.
- Names of the attendees who have to take further action should be recorded.
- The chairperson's and the committee's report should be collected for filing.

The writing up of the minutes should be done within seven days. These should then be checked by the chairperson.

The secretary's role continues even after the meeting. Some of the duties done after the meeting include the following:

- It is after the minutes have been checked that an original copy is filed and the other copies are sent to the chairperson and the executive committee.
- The secretary should brief the chairperson on all matters that have to be followed up.
- The secretary should send a reminder of deadline dates to all those who undertook to do specific tasks, before the next meeting.

- It is imperative that the secretary should assist the chairperson in preparing the agenda for the next meeting.
- The rules in the constitution of that organisation have to be correctly followed and it is the role of the secretary to check that.

SAMPLE OF THE MINUTES OF A MEETING TAKEN BY THE SECRETARY

MINUTES OF THE FIRST MEETING OF MAHLABATHINI HIGH SCHOOL STAFF HELD ON MONDAY, 17TH JANUARY 2000, AT 10:00, THE STAFF-ROOM, MAHLABATHINI HIGH SCHOOL, ULUNDI.

PRESENT

Mr M. Ngubane, Principal and Chairperson, and 27 Staff members personally present (as per attendance register).

1. OPENING, WELCOME, AND NOTICE OF THE MEETING

A quorum being present the Chairperson declared the meeting being constituted. He introduced Mr F. Nkosi, the new member of staff, who has just joined the Natural Science Department.

2. OPENING ADDRESS

The Chairperson reminded the members what the meeting was all about. He emphasised the theme of planning for the whole year and encouraged every member present to contribute his/ her ideas.

3. MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 24th November 1999, having been circulated, were approved as true record of the proceedings and signed by the Chairperson.

4. MATTERS ARISING

4.1 Temporary Teachers

Concerns were raised on the teachers who have served for three years on temporary basis. The District Office should be consulted to resolve this matter.

4.2 SGB Elections

After a heated debate, it was resolved that the SGB members' qualifications for elections should be matric and above.

4.3 Appointment of a Security Guard

The meeting resolved to appoint a Security Guard to solve the problem of burglary.

4.4 Fund-raising

It was decided to continue consulting other organisations for the funds to improve the school.

4.5 Aids Awareness Campaign

Aids rate is increasing in the school, it was decided to invite health specialists to visit the school for advice.

5. ADOPTION OF THE CHAIRPERSON'S REPORT

The Chairperson's report, having been circulated, was taken as read. He raised the following:

- The poor matric results for the year 1999; and encouraged the educators to pull-up their socks.

6. NEW MATTERS

6.1 Appointment of New Educators

As the school is under-staffed, it was decided that the new staff members should be appointed; and the District Office should be consulted for this matter.

6.2 Curriculum Development

Educators should frequently attend workshops for the improvement of their teaching skills.

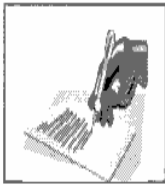
7. CLOSURE

The Chairperson thanked the members present for their input and attendance, and stated that their support was appreciated. There being no further business to discuss, the Chairperson declared the meeting closed at 14:00.

Signed as a correct record of the proceedings.

.....
CHAIRPERSON

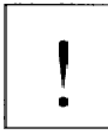
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Self Evaluation

SELF-EVALUATION ACTIVITY 2

As a woman in education management, what would you say are the skills that the secretaries in your organization lack as far as meetings are concerned?



Important-take note!

Possible answers to this activity are to be found at the end of this Unit.



Read Text

THE TREASURER

The role that the treasurer plays cannot be overemphasized. It is a powerful role indeed and it stands to reason that the person who is in charge of such a position should be very honest. Reliability has to be one of the traits that the treasurer has and displays.

Remember that the treasurer is entrusted with the job of attending to financial matters of the organisation. Therefore the treasurer has to make a lot of arrangements before the meeting and is expected to do a lot also during the meeting. Members are interested to know how their finances are managed.

It is for that reason that before a meeting the treasurer should:

- prepare all the relevant financial statements for the meeting

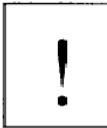
- ensure that copies of the financial statements are received by the chairperson and the secretary, and that such statements are also placed in the minute book
- ensure that the figures on the agenda have been correctly recorded.



Practise Activity

PRACTICE ACTIVITY

Imagine that you have a new treasurer in your organization who does not prepare well for meetings. What issues would you discuss with the secretary to help him/her to redress the situation and to do thorough preparation before meetings?



Important-take note!

Possible answers to this question are to be found at the end of the Unit.



Read Text

The treasurer has a lot of work to do during a meeting and this includes the following:

- Reading out the financial statement.
- Presenting all the accounts so that they may be approved and made official by all the members.
- Presenting of the list of all cheques that were issued since the last meetings.
- Meeting so that members can have that information to note.
- Giving light to any financial queries that may arise from members during the meeting .
- Recording all financial transactions that may need to be completed after the meeting.
- Advising the attendees on all financial matters.

The treasurer has to make a follow-up on some issues after the meeting. These include the following:

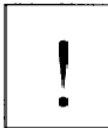
- Checking with the secretary that all financial transactions have been recorded correctly.
- Paying all accounts as directed by the meeting.
- Keeping all the organisations books of accounts up to date.
- Reporting to the chairperson that the accounts have been paid.



Assessment Task

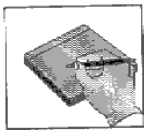
SELF-ASSESSMENT ACTIVITY

Imagine a situation in which the treasurer does not consult with the secretary. Citing some of the roles that the treasurer has to play after the meeting, say how this can affect your organisation.



Important-take note!

The possible points to include in your answer are given at the end of the Unit.



Summary

SUMMARY

This unit has introduced you to the different office bearers that are found in an organization. On top of that you were taken through the roles that these different office-bearers play in ensuring that:

- meetings are planned for in advance
- proceedings during meetings are smooth
- after the meeting, what needs to be finalized is done to perfection.

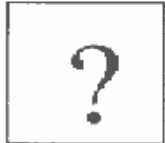
You are now ready for the next unit which will give you guidelines as to how to go about addressing the problem of unproductive meetings.



Reflection

REFLECTION

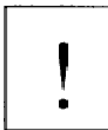
Having gone through this unit, reflect on your performance as a manager in playing the role of chairperson. Think of how you would approach this role now that you have gained insights from this unit.



Unit Test

UNIT TEST

Having gone through this unit, outline the strategies that you would use to keep high standards in the meetings of your organization.



Important-take note!

The possible answer to the test question is given at the end of the Unit.

SUGGESTED ANSWERS OF THE UNIT ACTIVITIES

SELF-EVALUATION ACTIVITY 1

Please take note that answers will vary depending on your own experiences. Here are a few examples that you could include in your own answer:

- being a good communicator
- being considerate of others.

SELF-EVALUATION ACTIVITY 2

Keep in mind that answers may differ according to own experiences. Here are some examples:

- the booking or setting up of the venue in time.
- preparing the minutes of the previous meeting.
- the preparation of the agenda.

PRACTICE ACTIVITY

You may consider the following points for your answer:

- taking him to be workshopped and developed on preparing for a meeting so that he will know how to:
 - prepare financial statements
 - consult with the chairperson and the secretary and send them copies of financial statements
- record the figures on the agenda correctly.

SELF-ASSESSMENT ACTIVITY

The transactions of an organization have to be recorded correctly. That is done by the secretary but it needs the treasurer to check that it has been done. This can affect the organization if there are no records and the situation can be bad if the auditors come and find no records of the financial statements.

UNIT TEST

As a manager, you may consider taking your secretary and the treasurer to workshops so that you can all learn how to:

- plan for a meeting, that is, following all the steps that need to be followed
- play your roles perfectly during a meeting
- making all the necessary work that comes after a meeting.

UNIT 6: CAUSES OF UNPRODUCTIVE MEETINGS

INTRODUCTION

The previous unit dealt with the roles of office bearers. As a woman in education management, you know what is expected of a chairperson, secretary, treasurer or committee member. This unit deals with causes of unproductive meetings.

OBJECTIVES

After going through this unit you will be able to:

- describe what unproductive meetings are
- differentiate between productive and unproductive meetings
- run productive meetings.



Read Text

CONTENT

LACK OF PROPER PLANNING

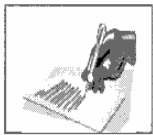
If meetings are not properly planned for, they tend to waste time. For instance you invite 50 people for a meeting and you provide 20 chairs. This is enough to cause chaos. Another example is when you fail to follow the sequence of events when going through an agenda. To avoid frustrating participants, make sure that you spend more time planning your meetings in order to spend less time when actually conducting your meetings.

POOR CHAIRING OF MEETINGS

Poor chairing of meetings usually leads to unsuccessful meetings. The following are some of the factors that can make a meeting unsuccessful:

- lack of preparation by the chairperson
- lack of confidence
- leaving committees activities unco-ordinated
- not knowing what portfolios your members hold

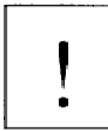
- speakers not given equal and fair chance
- failure to keep to the agenda
- failure to be logical and systematic in a meeting
- failure to guide the discussion
- allowing a lot of interruption
- failure to accept positive criticisms
- allowing too much digression
- chairperson dominating the meeting
- failure to resolve conflict in meetings.



Self Evaluation

SELF-EVALUATION ACTIVITY 1

As a woman in management, which of the poor chairing habits are common in meetings that you have attended.



Important-take note!

Possible answers are given at the end of this Unit.



Read Text

POOR CONTENT PREPARATION

Meetings become unproductive if thorough preparations have not been done. Make sure that whenever you are given an assignment to do, you prepare thoroughly. It helps you to widen your horizon and gives you confidence to talk about the topic. If you are well informed, people gain confidence in you and trust you, thus earning respect. But immediately people undermine you, you lose confidence and self-esteem. Therefore, in order to produce effective meetings, you need to prepare thoroughly.

LACK OF PARTICIPATION BY ATTENDEES

The meeting becomes unproductive if the attendees do not participate. These are some of the reasons that make attendees not participate:

- lack of motivation
- lack of interest
- lack of sequential arrangement of items
- confusion
- negative attitude
- intimidation
- negative self-concept
- lack of information
- fear of reprimand.

These are not the only reasons but there are other reasons which you should also investigate as a woman manager. Meetings that are unproductive are those that take more than two hours without gaining something out of them. If you are a chairperson you need to chair your meetings in such a way that every member benefits from every minute spent. The meeting should close while attendees are still interested. The most important thing is that all the points in the agenda should have been exhausted, by the time the meeting comes to an end.

POOR LISTENING SKILLS

Another cause of unproductive meetings is poor listening skills. Poor listening skills may be caused by:

- impatient attendees
- making early assumptions and conclusions
- interruptions
- cultural differences
- environmental factors

The above-mentioned points are discussed in detail in module 2 unit 3 under major barriers to effective listening.

FORCING YOUR VIEW ON OTHERS

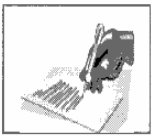
At times chairpersons believe that their views are more important than other people's views. They influence the meeting and want decisions taken to be those suggested by them. If their views are not acceptable and adopted by the majority, they become aggressive. You need to guard against such reactions if you are in management positions. If you believe your view is the best, you are depriving yourself an opportunity to develop, because you learn a lot from other people's ideas.

IMPATIENCE

This is one of the barriers to effective meetings. Chairpersons sometimes become impatient as though they don't have enough time. They rush through the agenda instead of exhausting the topic so as to satisfy everyone. Our advice would be not to invite people to your meeting if you have other commitments because this will offend the participants. It might be that some issues in the agenda are burning issues that the attendees would like to get more information on.

IRRELEVANT POINTS

Meetings become unchallenging and unproductive if participants or the chairpersons bring in irrelevant points. The purpose of the meeting should be clearly defined at the beginning of the meeting as well as the rising time. If irrelevant points are entertained in a meeting, people become bored because time is wasted. Make sure that this does not happen in your meeting. Guide and control your meeting up to the end.



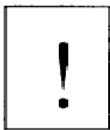
Self Evaluation

SELF-EVALUATION ACTIVITY 2

Meetings become productive if:

- properly planned
- attendees listen and keep quiet and do not make contributions
- deliberate fairly enough on the topic
- if the chairperson gives the participants a chance to speak whatever bothers them
- if the chair allows for freedom of speech and does not protect the speakers.

Identify any of the above that does not contribute to productive meetings.



Important-take note!

Possible answers are provided at the end of this Unit.



Read Text

BEING PERSONAL WITH PARTICIPANTS

If you are chairing a meeting, you must understand that you are dealing with different types of people. These people have different personality traits, beliefs, interests, values, aspirations, religions and cultures.

Besides that, they are adults. Therefore, you have to be mature and diplomatic when dealing with them. As a chairperson you need to control your temper at all times because sometimes speakers become insensitive and talk anyhow. To display good management ability, do not personalize whatever speakers say. Be above the challenges you are faced with. Instead guide them, such that they change their attitudes and accept facts as they are. It helps to remain calm, cool and collected when conducting meetings because that shows, you are not controlled by your emotions.

DISCUSSING CONFIDENTIALITY

At times, when chairing meetings, the participants may ask you sensitive questions that put you in a tight spot. As a matured person, you need to be very careful; think before you answer. At times questions are asked in such a way that they may open a can of worms if answered. Therefore, when answering questions, make sure you are very diplomatic and sensitive at the same time. Be able to sense information and never disclose what is not relevant at that point in time. Never disclose confidential information in a meeting because that might cause more problems to you besides people losing confidence in you.

EASILY PROVOKED

Your meetings will definitely not become productive, if you are a person who is over-sensitive and easily provoked. Sometimes, if the participants know that you are sensitive, they may deliberately ask provoking questions, in order to disrupt your meetings and you end up not being able to achieve the purpose of the meeting. Whenever you have been chairing meetings, do some kind of evaluation, just to check whether it has been a waste of time or not. Do not allow yourself to be easily provoked because you will be dancing to other people's tunes, and not achieving your goals.

EXPENSIVE JOKES

What is good for the goose might not be good for the gander. As a chairperson, do not take people for granted thinking that you understand them or they understand your jokes. When chairing a meeting be straight forward and to the point. Avoid expensive jokes because they might disrupt your meetings. You must understand that you are dealing with human beings whose level of understanding and perception are not the same.

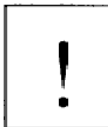
Therefore, to deceive yourself that people understand you, might cost you the success of your meeting. As a woman in management, avoid utterances that might not be acceptable to others, because you are not sure what their reactions will be. Therefore, never assume or take things for granted.



Assessment Task

SELF-ASSESSMENT ACTIVITY

As you are a manager and you are empowering and developing your members on how to chair meetings, you want them to gain experience on how to avoid unproductive meetings. In order to role play this, ask your staff members to take turns in chairing meetings; the rest of the staff ask questions that are irrelevant. Another chairperson must depict a situation where participants ostracize other participants.



Important-take note!

Possible answers are given at the end of this Unit.



Practise Activiy

PRACTICE ACTIVITY

Imagine yourself chairing a meeting and one of the participants asks a question that is not related to the agenda. Explain how you would handle this situation as a woman in education management in order to continue with your meeting.



Summary

SUMMARY

In this unit we have discussed the causes of unproductive meetings. We have also elaborated on what unproductive meetings are all about. In the next unit we will work on some of the remedies to unproductive meetings.



Reflection

REFLECTION

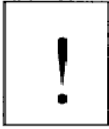
Having gone through this unit, reflect on your performance as education manager in playing the role of a chairperson in a meeting. Think how you can avoid situations that might disrupt your meetings.



Unit Test

UNIT TEST

Having gone through this unit, outline strategies you would use to maintain effective meetings



Important-take note!

Possible answers are given at the end of this unit.



Unit Test

SUGGESTED ANSWERS TO THE UNIT ACTIVITIES

SELF-EVALUATION ACTIVITY 1

Please take note that answers will vary depending on your own experiences. Here are a few examples that you could include in your own answer:

- Lack of proper planning.
- Too many disruptions.
- Lack of guidance.
- Failure to make decisions on points discussed.

SELF-EVALUATION ACTIVITY 2

- Participants listen, keep quiet and do not make contributions.
- Deliberate fairly enough on a topic.
- The chair gives the participants a chance to speak whatever bothers them.
- If the chair allows them freedom of speech and does not protect the speakers.

SELF-ASSESSMENT ACTIVITY

Examples of situations that can be acted out:

- Ladies and gentlemen, according to the agenda we are now on point number three which is about financial report. The question that you have just raised will fit well, when we discuss point number five, under the role of the treasurer. Can we go on with the financial report.
- The topic that is discussed is school fees. The chairperson has suggested that it be increased. One person suggested R20, another R30, and the last one R50. The chairperson concludes by saying this amount must be paid at the beginning of the year when learners come for registration. The decision on how much the school fees should be increased, has not been taken.
- About three persons have raised their hands but the chairperson points Mr Zulu who has been given a chance to speak twice. The other two have not spoken before, yet had raised their hands even before.

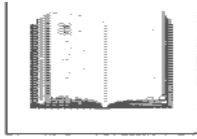
PRACTICE ACTIVITY

You will politely advise the speaker to stick to the matter under discussion and not to go astray.

UNIT TEST

- speak aloud
- speak interactively with participants
- direct the meeting
- conclude decision taken
- don't jump into conclusion
- listen attentively
- control your temper and exercise patience
- give participant equal opportunities
- come on time
- listen to other people's views
- involve them in decision making
- prepare thoroughly for the meeting
- plan in advance for the meeting.

UNIT 7: REMEDIES TO UNPRODUCTIVE MEETINGS



Read Text

INTRODUCTION

The last unit dealt with the causes of unproductive meetings. In this unit we are going to look at remedies to unproductive meetings.

OBJECTIVES

After going through this unit you should be able to:

- identify factors that contribute to unproductive meetings
- discuss remedies to unproductive meetings.



Read Text

CONTENT

According to Reader's Digest Oxford Dictionary the word "remedy", refers to the means of counteracting or removing anything undesirable.

KEEPING TIME

Good leaders manage their time well. As a manager you should ensure that you stick to the agreed duration of the meeting. This you can do by:

- ensuring that announcements about meetings are made in good time
- circulating the agenda and documents before the meeting for members to read
- ensuring, you and your staff are punctual for meetings
- ensuring that speakers are given specified time to deliberate on topic
- encouraging participants to be punctual for meetings so as to avoid repeating issues that have already been discussed.

FULL PARTICIPATION

- Good managers treat colleagues equally. Afford the participants the same opportunities to voice their views or ideas.
- Participants' contributions are very important. You may gain a lot of ideas from their contributions, for example, in a school where the principal involves educators, parents and learners in decision making, there are less problems experienced, because the stakeholders take ownership of the school.
- Decisions that are taken together involving all stake holders are binding. The same strategy should be applied in your meetings in order to be productive.

AVOID JUMPING TO CONCLUSION

When there is a speaker on the floor, everybody should listen attentively. Do not disturb the speaker. Ask follow up questions where you don't understand. Encourage other members to do the same. Avoid jumping to conclusions and confrontations which might lead to unnecessary conflict.

CONCLUDING MATTERS

It is very important to tie up every point that has been discussed. Every point discussed needs to be finalised so that at the end of the meeting everybody is sure of the decisions taken. Before you move to another point in the agenda, make sure that everybody is satisfied or is aware of the decision that has been taken.

SELF-EVALUATION: ACTIVITY 1



Self Evaluation

Which of the following items are not a remedy to unproductive meetings.

- Wind up your topics
- Be punctual for meetings
- Decide on behalf of attendees
- Jump to conclusions
- Treat everybody equally



Important-take note!

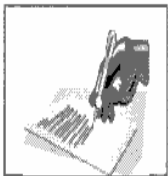
Possible answers to this activity are found at the end of this Unit.

AVOID MAKING EMPTY PROMISES

The meeting is attended by a group of people who are intelligent, matured, experienced, critical thinkers, honest and trustworthy. They analyse every word or sentence uttered. Therefore, whatever decisions you take in a meeting should be within your power and area of influence. If participants request or suggest something that is beyond your powers, the best response is to be honest and tell them that it is not within your power to do so. Making promises that you will never be able to fulfil will destroy and degrade you.

SELF-CONFIDENCE

You can only develop confidence if you know and trust yourself. It is developed when you read a lot of material that is relevant to your task. “Knowledge is power”. Therefore, if you are knowledgeable, it means you have power. It is, therefore, very important that you thoroughly prepare the topics for the agenda. You can also even do a research on the topics that you are handling. The manner in which you explain and answer questions should convince the participants that you know your subject matter. People begin to respect you if they realise that you are well informed.



Self Evaluation

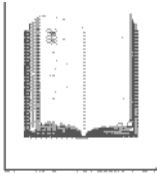
SELF-EVALUATION ACTIVITY2

Now that you have learnt about self confidence, when can you say that you are self-confident?



Important-take note!

Possible answers to this question are provided at the end of this Unit.



Read Text

RESOLVING CONFLICT

As a chairperson, you need to guide and direct your meetings in such a way that everybody sticks to the agenda. As a chairperson, you need to be powerful and not be overpowered by participants. Once you fail or are overpowered, the meeting loses direction. Be strong and take control of the situation in order to achieve your objective. Do not allow participants to be emotionally involved in discussions because that might lead to conflict. Some of the causes of conflict are:

- dialogue
- talking before your turn
- all talking at the same time.

Experienced chairpersons defuse the conflict situation by adjourning the meeting for a while. By so doing you are giving the participants time to cool down as well as to think about the bone of contention.

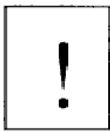
As a woman in management you should therefore clear misconceptions before the situation becomes volatile. Never allow any situation that will lead to the disruption of your meeting.



Practise Activity

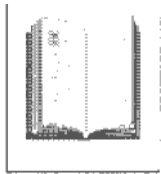
PRACTICE ACTIVITY

Suppose you are a chairperson of a meeting and the topic that is discussed is sensitive. Participants become emotional and the meeting is disrupted. What strategies would you use to remedy the situation.



Important-take note!

Possible answers are found at the end of this Unit.



Read Text

GUIDING THE MEETING

The success or failure of a meeting depends on the chairperson's ability to control it. When chairing a meeting, bear in mind the purpose it. This will help you to follow the same direction that will lead towards the attainment of your objectives. If someone introduces a point that is irrelevant to the point discussed just politely remind them about the topic that is still being discussed. Don't entertain digression because it can lead to the disruption of your meetings. Keep on reminding the participants about the point that is still being discussed. If you apply this strategy, your meetings will always be productive.

MAINTAINING DISCIPLINE

In order for you to achieve the objectives of meetings, you should ensure that the proceedings are orderly. This can be done by applying the following strategy:

Speakers to communicate through the chairperson:

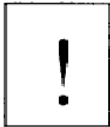
- avoid dialogue because it leads to confrontation
- allow one speaker to talk at a time.



Assessment Task

SELF-ASSESSMENT ACTIVITY

As a manager you have attended many meetings. Some of them were unproductive. Discuss strategies to remedy such meetings.



Important-take note!

Possible answers are found at the end of this Unit.

INVOLVEMENT OF PARTICIPANTS

Another remedy for unproductive meetings is the involvement of participants. They need to be given an opportunity to air their views, make suggestions and recommendations. There is a lot you can learn from them. You should involve your colleagues in decision making in your organisation in order for them to take ownership.

APPROACH

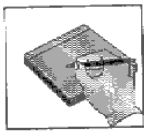
This is another strategy that can be used to make your meetings productive. The chairperson's and participants' approach is very important when you are given the platform to address people; you must be professional in your approach. This saves time and ensures full participation of the members.

GROUP DYNAMIC

As a woman in management, you need to be aware that participants in a meeting have different personality traits. For example, some people are:

- arrogant
- shy
- disorganised
- undisciplined
- talkative
- autocratic
- influential.

As a woman in management, you should display skills of effective management and manage all these different personalities in order for you to achieve the purpose of your meetings.



Summary

SUMMARY

This unit has introduced you to a range of strategies that you can use to run successful meetings. These include among others, ensuring full participation of members, directing, controlling meetings and concluding matters. To consolidate your understanding of the content of the unit, you undertook a variety of activities. It is hoped that you will engage some of the strategies to make your meetings productive.



Reflection

REFLECTION

Having gone through this unit, think back on the kind of meetings that you have attended. How would you make them more effective taking into consideration the insight gained from this unit?



Unit Test

UNIT TEST

Now that you have learnt about the content of this unit, mention all the strategies you would use to remedy unproductive meetings.

SUGGESTED ANSWERS TO UNIT ACTIVITIES

SELF-EVALUATION ACTIVITY 1

- decide on behalf of attendees
- jumping into conclusions

SELF- EVALUATION ACTIVITY 2

I can say that I am self-confident when I:

- trust myself
- have enough knowledge and am not afraid to talk about it
- am well-prepared.

PRACTICE ACTIVITY

1. I'll appeal for order.
2. Ask everybody to keep quiet.
3. I can even call people by names requesting them to be quiet.
4. I'll then adjourn the meeting for tea or for 15 minutes.
5. When they come back I'll remind them about house keeping rules, such as:
 - a) respect other people's view
 - b) don't talk unless you are given the opportunity to do so
 - c) talk through the chairperson
 - no dialogue will be entertained
 - e) the chairperson will protect the speakers
6. The meeting will thereafter proceed.

SELF- ASSESSMENT ACTIVITY

- The strategies to remedy unproductive meetings are:
 - to keep time
 - keep meetings short and sweet
 - avoid jumping to conclusions

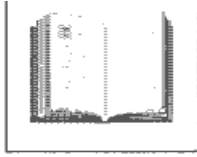
UNIT TEST

The following points are remedies for productive meetings.

- be punctual
- all participants to be given a chance to voice their ideas
- listen attentively and do not draw conclusions
- take democratic decisions

- be realistic and do not make empty promises
- develop self confidence
- direct and guide your meetings
- maintain discipline
- use acceptable manner of approach
- be able to manage people with different personalities.

UNIT 8: ALTERNATIVES TO MEETINGS



Read Text

INTRODUCTION

So far the module has taken you through different types of meetings and how each one is conducted. You have also learnt that well-conducted meetings yield positive results.

You may be asking yourself what you, as a woman in education management, would do if you did not have time to attend a meeting. You may need to employ other means of communication whereby you will still reach many people. This unit will introduce you to a range of alternatives to a meeting. These include:

- reports
- the memo
- press statements
- circulars
- letters
- notice boards
- staff magazines
- e-mail
- conferencing
- internet
- fax.

It is imperative that the woman in education management should be familiar with development trends in modern technology so as to be able to communicate effectively.

OBJECTIVES

After working through this unit, you should be able to:

- define the concept of alternatives to meetings
- discuss the importance of alternatives to meetings.

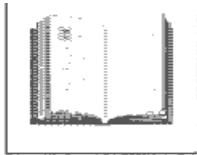


Read Text

DEFINITION OF ALTERNATIVES TO MEETINGS

According to the Concise Oxford dictionary of current English, an “alternative” is one thing available in place of another.

For our purpose, this means that, if you cannot meet physically, what other options are there for you to communicate?



Read Text

REPORTS

You may often find that you want to communicate but you cannot meet physically. In this case you can opt for a report. The report normally addresses a certain problem and therefore seeks to answer the following questions:

- What is the problem?
- How has the problem been investigated?
- What facts have come to light?
- What are the writer’s remarks?
- At what conclusion does the writer arrive?
- What action is recommended?

The woman manager should know what comprises a good report, for example, accuracy, clarity of style, objectivity, insight, good judgment and open mindedness. The report should have headings and be structured as follows:

- Introduction
- Finding and discussion
- Conclusion
- Recommendation

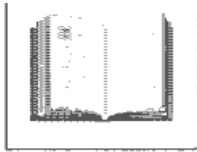
MEMO

The memo, just like the report, is internal, that is, it is a form of communication within an organization. You can use it to inform members within any section of your organization about something important. The memo will have the name of the institution or organization and will include:

- the author's name, title and signature
- date and subject
- Name of person/s for whom the memo is meant.

PRESS STATEMENT

Sometimes you want to communicate with as many people as possible but it is impossible to meet with them. Let us take this example: You are the head of the examinations section of an education department. The matric results have just been finalized. You cannot call a meeting to inform pupils how they fared in examinations. Instead, you as a manager may use the press.



Read Text

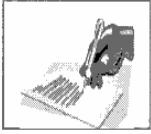
CIRCULARS

One of the most common means of communication is a circular. You as the woman manager in education can plan, organise, control, delegate, and supervise through circulars.

Now you want to give direction and it is in such cases where you may use the departmental circular. The circular will have the following:

- the letter head
- the address and telephone numbers of the contact person
- reference
- addressee
- the heading
- the subject
- the sender's signature

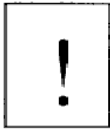
In this way you can save a lot of time that would have been wasted in a meeting.



Self Evaluation

SELF-EVALUATION ACTIVITY 1

Do you agree that the report seeks to answer some questions? Which questions are these?



Important-take note!

Possible answers to this activity are at the end of this Unit.



Read Text

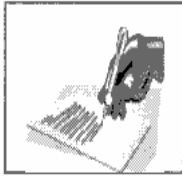
LETTERS

One of the oldest forms of communication in the world is the letter. As you may know, a letter can be formal or informal. For official business it is always a formal one. The letter still plays an important role in organizations because it can be filed and used for future reference.

As a manager in education, you may have to use a letter now and then. The formal letter should have the following aspects:

- the writer's address
- date
- addressee's title and address
- salutation
- subject
- content divided into introduction, body and conclusion
- writer's name and signature

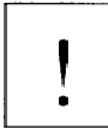
The letter can be used by the manager in education to communicate with other people outside the organization. If you do not have time to meet people in person, the letter serves as an alternative to a meeting.



Self Evaluation

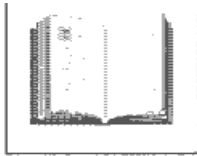
SELF-EVALUATION ACTIVITY 2

Having read about the circular and the letter, can you give the differences between the structures of the two.



Important-take note!

Possible answers to this activity are at the end of this Unit



Read Text

NOTICE BOARDS

Sometimes as a manager you may want to bring something to the attention of the members of the organization. You do not think that it is necessary to convene a meeting because there is only one item to announce.

It is at times like this, that many opt for the notice board. Your staff members know that they have to check the notices. These notices can also include announcements about future meetings. In other words if you do not want to call a meeting whereby you will be notifying members of a meeting, you put up a notice on the notice board.

STAFF MAGAZINES

You may be running a very big organization with many departments and sections. How do you make your members aware of what is happening in other sections?

Maybe you want to know who is who in your department. To solve this problem you can use the staff magazine.

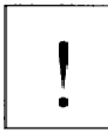
Why the staff magazine? You will use the staff magazine because it will be available to all within and even outside your organization. The magazine will be very informative, because it also include issues like promotions, development within an organisation as well as new appointments and other matters of importance. The organization can also make money by having companies place advertisements in the magazine. The magazine can be made available to members on a regular basis at any other times that may be deemed convenient by the management. If you believe in developing staff, you should delegate the task of producing the magazine to a committee.



Practise Activity

PRACTICE ACTIVITY

You are the head of a department in your organization and you want to have a meeting with the members of your organization. Write a notice of a meeting to be displayed on the notice board.



Important-take note!

Possible points to go into the answer to this question are to be found at the end of this Unit.



Read Text

We must never forget that meetings are a means of communication. So far we have been looking at written forms of communication which serve the purpose of alternative means to meetings.

Now let us look at other means of communication that can be used instead of meetings. These are methods, systems and devices that are the results of modern technology .

As a woman in educational management you should be familiar with development trends in technology. Below are other examples of communication that could be used as alternatives to meetings.

FAX

You can send information by fax. A fax is a machine or equipment that is used to copy documents by sending information electronically along a telephone line. Within minutes you can send pages and pages of documents and save a lot of time and money.

E-MAIL

E-mail stands for electronic mail. For the e-mail to work you need two or more computers. You write a message on your computer and then send it to one or more computers. The message is transmitted via satellite to anywhere in the world.

As a manager in education, you should be computer literate in order to be able to cope with the ever advancing technology.

Suppose you are working in a huge building and you all have computers in your office, you can send an e-mail message to other colleagues. The message does not necessarily have to be written by you. You can forward messages that you have received to colleagues if they need to know about them.

CONFERENCING

This is one of the most advanced forms of communication. You may call this “meeting without meeting” if you like because it is efficient and so convenient.

Your organization may be so big that you have departments all over the country. This surely applies to the education department. You, as a woman manager in education, are a head in your department and you want to communicate with other heads of departments at the same time. There are ten of you and you are in different cities and towns. You can use conferencing in order to communicate with all of them simultaneously.

Conferencing can take two forms which are:

- telephone conferencing and
- video conferencing.

There are facilities provided by our fixed telephone line company, Telkom and the mobile telephone networks who presently are MTN and Vodacom. These facilities are called “plus facilities” by Telkom. What these do is to connect you to more people with either a fixed line or a mobile phone at the same time. In other words, you can all hear one another but not see one another.

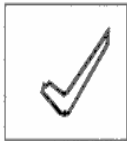
In this way you can talk to your colleagues whereby you will be discussing issues within your work sphere. You save time for travelling and you also save on expenses that might be incurred as a result of travelling. This does not imply that telephone conferencing is not expensive but it is far less expensive when compared to travelling.

The best kind of conferencing is video conferencing. Here, you may need to have video monitors whereby you will receive video images. This form of communication transmits both sound waves and images.

Here, you sit in front of a microphone which picks up sounds and you are watching a video monitor onto which video images of your members are transmitted. You might need a central electronic control station where there is an operator who controls the conference.

Soon to be in our shores, originally from the East, are the videophones. These are a hit in the United States of America and Europe. With this communication system you can see the person you are talking to on the small screen on your most advanced telephone device.

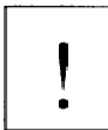
Thanks to advancement in technology, you can communicate effectively and accommodate expenses.



Assessment Task

SELF-ASSESSMENT ACTIVITY

You have been introduced to e-mail, telephone and video conferencing. Which one of the three do you think is the most convenient means of communicating as an alternative to meetings. State why you think it is cheaper than the actual meeting of members who live very far apart.



Important-take note!

The possible answers are given at the end of the Unit.



Read Text

INTERNET

The internet is the latest, global means of communication. It is a world wide web network of computer links which allows computer users to connect with others all over the world.

You need to be connected to the net using anyone of the internet's service providers. Your organization has a site on the internet. Your site, has all the information about your organization. Since it is your site you can add whatever information you want to be on the net. You can also delete whatever you want to delete.

If you think that the members of your organization will not have time to meet, you can put the information on the net. The other members can download the information that you want them to have. This alternative to meetings is cost effective and not time consuming.

As a woman manager, you should acquire more knowledge about the running of organizations. You should remember that all organizations, companies, institutions and even families have websites (called this way because they are so intermingled and complicated like a spider's web and it is so easy to get lost in the web). So, if you need more information on a topic you just have to download or retrieve it from the net.



Summary

SUMMARY

In this unit you were introduced to a number of alternative measures that you can take if, for some reason or the other, you cannot hold meetings yet need to consult with others.

It is hoped that you realize now how important these alternatives can be. These alternatives range from written communication to technological communication.



Reflection

REFLECTION

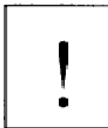
Having gone through this unit, reflect on your work within your organization and on how many meetings you hold monthly. Think of how you could use alternatives to meetings given the insight gained from this unit.



Unit Test

UNIT TEST

Having gone through this unit, briefly outline the alternatives that you could use instead of meetings.



Important-take note!

Possible answers to the test question are given at the end of the Unit.

SUGGESTED ANSWERS TO UNIT ACTIVITIES

SELF-EVALUATION ACTIVITY 1

You may wish to consider the following:

- What is the problem?
- How has the problem been investigated?
- What facts have come to light?
- What are the writer's remarks?
- At what conclusion does the writer arrive?
- What action is recommended?

SELF-EVALUATION ACTIVITY 2

Although there is more much you may wish to say, you can mention, *inter alia*, the following:

- the circular does not have the recipients address whereas the letter does.
- circulars are used *inter* an intra-departmentally, but letters can be used even outside the organization's departments.

PRACTICE ACTIVITY

These are the points that you may wish to consider for your answers.

MAHLABATHINI HIGH SCHOOL STAFF MEETING	
04/04/2000	
Please be advised of a meeting to take place as scheduled below:	
Date	: 10/04/2000
Venue	: Boardroom (Main)
Time	: 15h00
Agenda	: Absenteeism

SELF-ASSESSMENT ACTIVITY

Answers will differ according to personal preferences but you can make use of the information on e-mail, telephone and video conferencing in the unit.

Telephone is the most convenient means of communication because:

- it minimises travelling expenses
- you get first hand information
- you get simultaneous responses
- it saves time.

UNIT TEST QUESTION

You will consider the following:

- reports
- the memo
- press statements
- circulars
- letters
- notice boards
- staff magazines
- e-mail
- conferencing
- internet
- fax.

MODULE TEST

1. Who partake in a School Governing Body meeting and what are your suggestions as to whether this body is representative or not?
2. Every meeting held must serve a certain purpose. Mention one purpose that each of the following meetings serve:
 - matric intervention.
 - staff meeting
 - COLTS
 - AGM
 - managerial
3. Briefly discuss why you think it is essential to prepare for a meeting. Mention a few procedures to be followed before a meeting takes place.
4. In a few words, mention the work of the secretary during the meeting.
5. Suppose you have a meeting today and then you go home and forget about it. What effect will your sitting down and doing nothing after the meeting have on the following meeting?
6. Why do you say that the issue of unproductive meetings should be addressed? When is a meeting rendered unproductive?
7. Would you agree that the situation of unproductive meetings should be remedied? Please support your answer

GLOSSARY

AGM	-	annual general meeting
audible	-	loud enough to be heard
barriers	-	anything that prevents someone from doing something.
COLTS	-	culture of learning and teaching services
disseminate	-	to spread or pass on
DP	-	deputy principal
empowerment :	-	to assign task to someone.
HOD	-	head of department
incumbent	-	holder of an office or post
inter alia	-	among other things.
meeting	-	coming together of a number of people at a certain time and place especially for discussion.
mooted	-	raised for discussion
motivation	-	encouragement
ostracize	-	exclude from a group or refuse to associate with
QA	-	quality assurance
qualitative	-	concerned with quality rather than quantity
quorum	-	number of members that must be present to constitute a valid meeting
self esteem	-	the way one perceives oneself
statutory	-	fixed, done, or required by statute
SGB	-	school governing body
TG	-	transformation and gender

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