

Two Essentials for Successful Council Meetings

Ann G. Macfarlane, PRP
Jurassic Parliament

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Topics we will cover:

- I. Introduction
- II. Willing to do WHAT?
- III. Eleven duties
- IV. Authority of chair
- V. Agreement of majority
- VI. How to control?
- VII. Conclusion

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I. Introduction

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Why are we here?

To invigorate you to run effective
meetings and serve your community

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After taking this workshop, you will be able to

1. Apply the most important principle for effective meetings.
2. Describe seven personal qualities the chair must have to succeed
3. List six techniques to guide and control your meeting.

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Disclaimer

The material contained in this presentation is based upon the principles and practices of parliamentary procedure. I am not an attorney and nothing in this presentation constitutes legal advice.

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Vic Meyers

His interest in music led him to become a nationally recognized leader of his own orchestra. In 1930, he ran unsuccessfully for Mayor of Seattle. In 1932, he was elected Lieutenant Governor, serving five terms and was defeated in the General Election of 1952. Elected Secretary of State in 1956 and served two terms.

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Two things are essential

- Ability of the chair
- Agreement of the majority of the members of your group to follow democratic principles

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Ability of the chair

- Personal qualities
- Skills

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II. Willing to do WHAT?

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- Be assertive enough to enforce the rules, while staying emotionally connected to the rest of the council, and to the assembly who might be present, when necessary.

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- Put aside your own ego and be a servant to the group.

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- Put aside your own interests, and never use your position, title, and perceived power to try to achieve a personal agenda.

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- Be the most observant of the rules, and the most consistent in how you apply and view the parliamentary process.

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- Ensure full participation by everyone, so that quiet members are heard during the meeting.

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- At times, be able to help educate the rest of the body patiently on parliamentary matters.

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- Understand that the chair's authority is over how the rules of authority are exercised and interpreted, and the conduct of the meeting, not over the decisions that are made.

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- Know how to process Point of Order and Appeal, which ensure that the chair cannot become an actual dictator.

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- Be willing to step down if the body legitimately votes to remove you for whatever reason they are authorized to, using whatever official process is in place.

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Shared leadership

- Everybody on the council is responsible for the conduct of the meetings.
- It can't be the chair alone. The Vice-Chair and others must be ready to step up if needed.
- Share knowledge, share resources, offer a 5-minute lesson at each meeting, make sure everyone has reference material, enroll in training...many methods to achieve this!

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III. Eleven duties

*Robert's Rules of Order Newly Revised, 12th edition,
Section 47:7*

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1. Open meeting

- To open the meeting at the appointed time by taking the chair (sitting in the seat reserved for the presiding officer), after finding that a quorum is present, and calling the meeting to order.

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Quorum

- The “quorum” is the minimum number of voting members who must be present for business to be done.
- For city councils, it is usually a majority (more than half) of the “fixed positions” on the council – the total number of slots.
- “Quorum” is different from “votes cast.”
- If you lose your quorum, you can't do business.

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Serial meeting

- Local government bodies must not create a “walking quorum” or a “serial meeting.”
- When members of the body talk or email with each other outside of meetings, such that a quorum is discussing the body’s business, the Open Public Meetings Act has been violated.
- You can talk to other people, as long as the number is less than a quorum.

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2. Announce next activity

- To announce in proper sequence the next activity before the group in accordance with the prescribed order of business.

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Fundamental guideline

One thing at a time.

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3. Recognize members

- To recognize group members who are entitled to the floor (who have the exclusive right to be heard at that time).

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Principle of Equality

All members have equal rights,
privileges and obligations.

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Key Point

Discussion in council and
committee meetings is
NOT A CONVERSATION.
It has its own rules.

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Fundamental guideline

- All members have equal rights, privileges and obligations.
- To ensure this, no one may speak a second time until everyone who wishes to do so has spoken once.

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Fundamental guideline

No one may speak a second time until everyone who wishes to do so has spoken once.

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No cross talk between council members

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Why don't we follow this rule?

- councils tend to discuss their affairs in conversational mode.
- In conversations, dominant people tend to dominate,
- And agreeable people tend to let them.
- Must have a structure to make sure that everyone has an equal chance to speak.
- This is both fair and efficient.

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Equity and inclusion

- This rule is also the best way to ensure that each person has an equal voice.
- The system is formal but inclusive.
- It will make for robust discussion and advance your equity goals.

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- Note that this guideline pertains to discussion on the substantive issues.
- The chair will speak more than others on procedural matters, because they have the role of facilitating the discussion during the meeting.

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4. State questions and put to vote

- To state and put to vote all questions that legitimately come before the group as motions or that otherwise arise in the course of proceedings, and to announce the result of each vote; or, if a motion that is not in order is made, to rule it out of order.

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Sample Scripts for Five Motions

These scripts provide sample language to process the following motions:

- Main Motion
- Amendment and Friendly Amendment
- Point of Order
- Appeal
- Call the Question (Previous Question)

MAIN MOTION

Chair	<i>Does any member care to make a motion?</i>
Member A	<i>I move that we hold a cruise on Dino Bay this spring.</i>
Member B	<i>Second!</i>
Chair	<i>It has been moved and seconded that we hold a cruise on Dino Bay this spring. Is there any discussion? The person who made the motion has the right to speak first.</i>

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5. Refuse to recognize dilatory motions

- To protect the group from obviously dilatory (time-wasting or obstructive) motions by refusing to recognize them.

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6. Enforce order and decorum


- To enforce the rules relating to debate and those relating to order and decorum within the group.

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Personal remarks

The measure, not the member, is the subject of debate...The moment the chair hears such words as "fraud," "liar," or "lie" used about a member in debate, he must act immediately and decisively to correct the matter and prevent its repetition.

Robert's Rules of Order Newly Revised, 12th edition, Section 43:21

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Fundamental guideline

Courtesy and respect are required.

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Inappropriate Remarks on Local Government Councils




If you serve as an elected official on a local government council or board, you should know the types of remarks that are inappropriate during discussion at a meeting. Robert's Rules of Order and the common parliamentary law it is based on require that:

- Members of a council or board must be courteous to one another.

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CHEAT SHEET

WAIT! WAIT! WHAT SHOULD I SAY?

	If you are the chair, say...	If you are a member speaking about another member, say...	If you are a member speaking about the chair, say...
BIG MISTAKES			
speaking twice in a row	Members are reminded that no one may speak a second time until everyone who wishes to do so has spoken once.	Point of order...The member has spoken twice while others are waiting to speak.	Point of order...The chair does not have the right to dominate the discussion, but must speak in turn.
not seeking recognition	Members will kindly seek recognition before speaking.	Point of order...Members must seek recognition before speaking.	[not applicable]
speaking directly to another member	Members will kindly address all remarks to the chair.	Point of order...Members are supposed to speak to the chair.	[not applicable]
interrupting another person	Members will kindly refrain from interrupting one another.	Point of order...Interrupting is not allowed.	Point of order...The chair does not have the right to interrupt a member.
INAPPROPRIATE REMARKS			
personal remarks	Members will refrain from making personal remarks.	Point of order...Personal remarks are not allowed.	Point of order...Personal remarks are not allowed.
insulting language, vulgarity, attacks	Insulting or vulgar language is not allowed at our meetings.	Point of order...The language used by the member is insulting/vulgar.	Point of order...The chair is using insulting/vulgar language.
inflammatory language	Inflammatory language is not allowed.	Point of order...That remark is inflammatory.	Point of order...That remark is inflammatory.
criticizing past actions	Members may not criticize a past action of the group during a meeting, with two exceptions.*	Point of order...Members may not criticize a past action of the group during a meeting, with two exceptions.*	Point of order...The chair may not criticize a past action of the group during a meeting, with two exceptions.*

Note that this is proprietary information. Do not duplicate.

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7. Expedite business

- To expedite business in every way compatible with the rights of group members and the group rules.

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Time limits create productive meetings



The mayor of Alexandria, Virginia began council meetings by responding to each person giving public comment, sometimes delaying the start of regular business three hours or more. Was this reasonable? No. We need time limits to establish structure and create productive meetings. Robert's Rules says that members have the right to an efficient meeting. It takes effort to do this, and for the chair to maintain the limits, but the effort will pay off big time.

SET AN OVERALL TIME LIMIT FOR THE MEETING

If you are a private nonprofit board, a good target for a regular board meeting is two hours. After

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8. Decide all questions of order

- To decide all questions of order subject to appeal—unless, when in doubt, the chair prefers initially to submit such a question to the group for decision.

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9. Respond to inquiries

- To respond to inquiries of group members relating to parliamentary procedure or factual information bearing on the business of the group.

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10. Authenticate documents

- To authenticate by signature, when necessary, all acts, orders and proceedings of the group.

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11. Close the meeting

- To declare the meeting adjourned when the group so votes or—where applicable—at the time prescribed in the agenda, or at any time in the event of a sudden emergency affecting the safety of those present.

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What are the 11 duties of the chair?

Under Robert's Rules of Order, the chair of a meeting has 11 duties, listed on the next page.

These duties are listed in Robert's *Rules of Order Newly Revised*, 12th edition, the only official and current version of Robert's Rules, in section 47.7.

THE MEETING may be that of a city council, a nonprofit board, a professional society, a homeowners' association, a fraternal order or any group that is organized as a "voluntary association" (that is, not a hierarchical organization such as the workplace with its "boss.")

THE CHAIR (the person running the meeting) may be called chair, president, presiding officer, or

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CHEAT SHEET

LANGUAGE TIPS FOR MEETING MANAGEMENT

SITUATION	CHAIR CAN SAY
Call to order	<i>This meeting of the [name of organization] is called to order.</i>
Unanimous consent	<i>Without objection... If there is no objection...</i>
To begin discussion	<i>It has been moved and seconded that... Is there any discussion?</i>
If there is no second	<i>Since there is no second, the motion will not be considered.</i>
To end discussion	<i>Is there any further discussion? or Are you ready to vote?</i>
Process Point of Order	<ol style="list-style-type: none"> 1. Member says, "Point of Order." 2. Chair says, "State your point." 3. Member explains issue. 4. Chair says, "The point is well taken," or "The point is not well taken."
When someone says "Point of Order" but can't explain what they mean	<i>What rule has been broken?</i>
Process Point of Information	<ol style="list-style-type: none"> 1. Member says, "Point of Information." 2. Chair replies, "State your question."

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What does it look like if the chair is being a bully?

By Nicole Schenk



Do you suspect that your chair is being a bully? Essentially, this occurs when the chair is not doing their duty to protect the rights of members during meetings, and allows their own personal beliefs or preferences to override their commitment to their duties as chair (or president or mayor—whichever leads the meeting).

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EXERCISE

Script reading

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IV. Authority of chair

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Small board rules

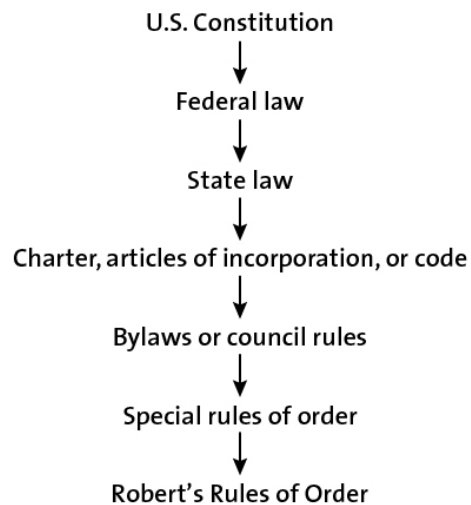
- Robert has different rules for small boards (up to about 12 people).
- In a small board, chair may make motions, second them, discuss, and vote, unless law, regulations or bylaws say otherwise.
- We recommend chair exercise restraint by speaking and voting last, and refrain from making motions (this is a Jurassic Parliament suggestion).

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*The president...should, of all the members,
have the least to say upon the substance
of pending questions.*

Robert's Rules of Order Newly Revised, 12th ed., Section 47:19

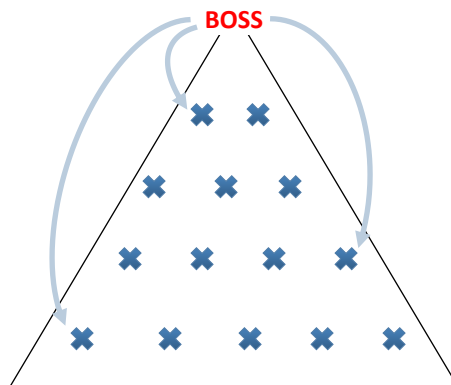


- Your rules have higher authority than Robert's *Rules of Order*

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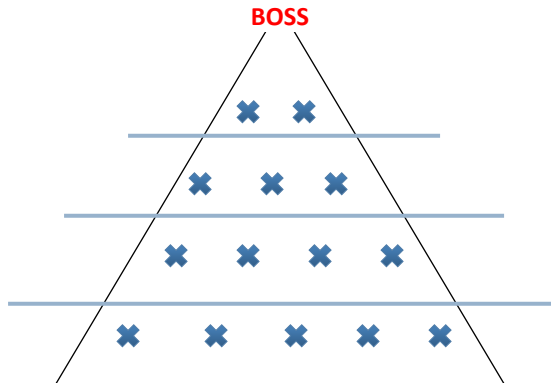
Accountability Hierarchy



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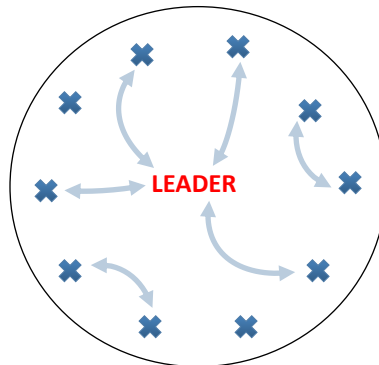
Accountability Hierarchy



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Voluntary Association



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Key Point

During meetings,
the chair controls the process
so the group can make the decisions.

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Fundamental guideline

During meetings,
the chair is the servant of the group,
and the group is the final authority.

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You have both types of structure

- The council forms a voluntary association.
- The strong mayor or city manager and staff form an accountability hierarchy.

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Three things you must have:

1. Knowledge of how this system works
2. A majority on your council in favor of civility and this system.
3. The personal moxie, chutzpah, energy and drive to put it all into practice.

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Chair must control who speaks when

- The chair serves as a **BENEVOLENT DICTATOR**, enforcing the rules the group has chosen.
- Individual members must **SEEK RECOGNITION** before speaking.

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Chair controls who speaks when

- If someone speaks up without being recognized, **STOP THEM.**
- If someone speaks out of turn, **INTERRUPT THEM.**
- If someone makes insulting remarks, **CUT THEM OFF.**

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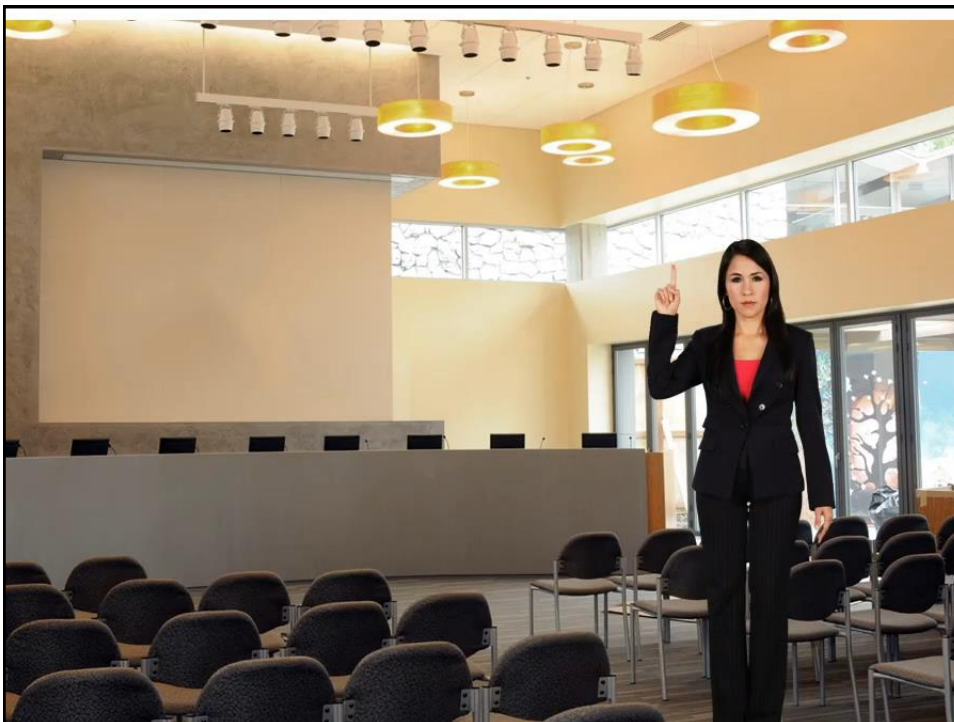
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Duty to obey the chair

- Members have a duty to obey the chair's directions.
- If they disagree, they can't argue back.
- What can they do?
- They can raise a Point of Order or Appeal.

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Process Point of Order

1. Member: *Point of Order!*
2. Chair: *State your point.*
3. Member: *That comment breaks our rules of decorum.*
4. Chair: *The point is well taken. Members will refrain from using improper language.*

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Point of Order

- A motion claiming that a procedural mistake has been made.
- According to Robert, can be made only by a member of the body.
- We recommend that key staff be authorized to do this also.

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Point of Order

- You can make this at any time, except during voting.
- Do not have to be recognized.
- May interrupt a speaker if necessary.
- Must be timely – made at the time of the offense.

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APPEAL

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Appeal

The most important motion in all of
Robert's Rules –
and the least known!

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Chair's rulings can be appealed

- The CHAIR enforces order and decorum.
- The GROUP is the final authority.
- Any TWO MEMBERS can appeal a ruling of the chair (one member appeals and one seconds the appeal).
- EXCEPTION: If the ruling is a matter on which there cannot be two reasonable interpretations, the ruling cannot be appealed.

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Appealing a ruling of the chair

- Member A: *Chair, Point of Order.*
- Chair: *State your point.*
- Member A: *My esteemed colleague has used the term “cream-faced loon” in referring to the Secretary. According to Robert’s Rules, insults are not allowed in debate.*
- Chair: *The point is well taken. Members will refrain from using improper language.*

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- Member B: *Chair, I appeal the Point of Order on the grounds that “cream-faced loon” is a literary reference and not an insult.*
- Member C: *Second!*
- Chair: *Very well, since the ruling of the chair has been appealed, the group will decide. Note that appeals pertaining to proper use of language and decorum may not be debated.*

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- Chair: *All those who believe that “cream-faced loon” is an insult, say “aye.”*
- Members who agree: *Aye!*
- Chair: *All those who believe that this phrase is not an insult, say “no.”*
- Members who believe it is not an insult: *No!*

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- Chair: *The ayes have it, the ruling of the chair is sustained, and members may not use this term, OR The noes have it, the ruling of the chair is not sustained, and members may use this term.*
- Clerk, *please record this outcome in the minutes.*

Note that the vote was on WHETHER THE RULING OF THE CHAIR SHOULD BE SUSTAINED.

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Point of Order and Appeal are the heart of democracy



In our view, the motions Point of Order and Appeal are the heart of our democracy. They provide the mechanism to stop a dictatorial chair who is acting like a “boss.” They are essential for every local government body, nonprofit board, and any group that functions on democratic principles. Learn how to use them to ensure that the group is the final authority.

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V. Agreement of the majority

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You must be prepared

- to speak about our democratic tradition
- to appeal to members' better nature
- to remind members of their legal and moral duties

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An organization or assembly has the right to requires that its members refrain from conduct injurious to the organization or its purposes.

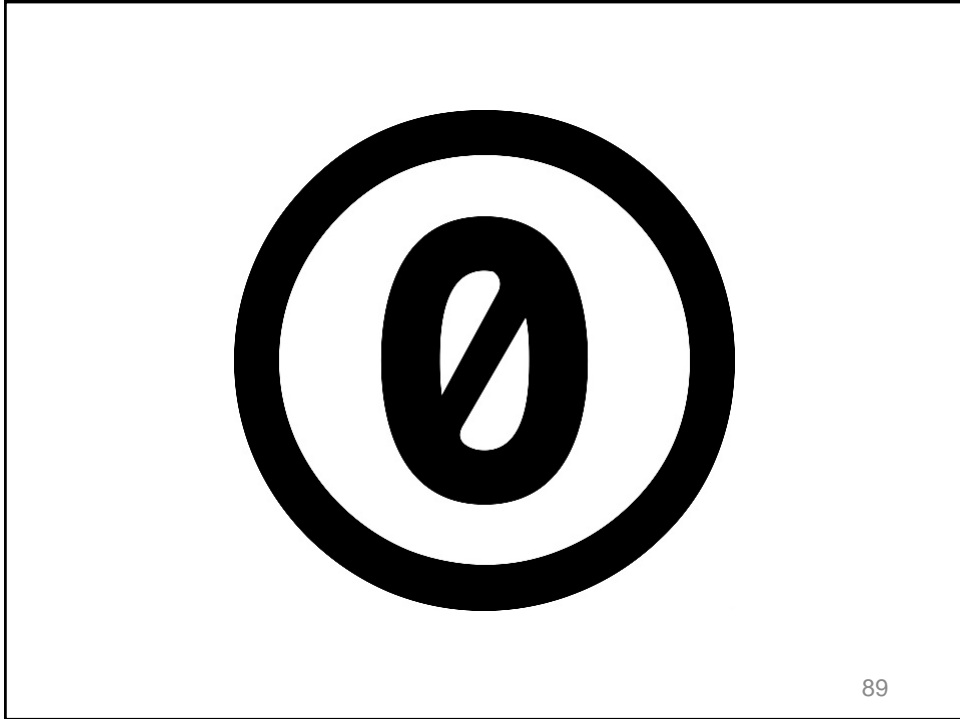
Robert's Rules of Order Newly Revised, 12th edition, Section 61:1

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- The widely understood common law duties of **loyalty** and **obedience**, whereby a member of an organization must adhere to its decisions, even if they disagree, because of the principle of majority rule.

**What is each person's
individual authority?**



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ZERO
Nothing
Nada
Zip
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All members of a governing board share in a joint and collective authority which exists and can be exercised only when the group is in session.

The Standard Code of Parliamentary Procedure

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What is your individual power?

- When people get elected to public office or appointed to a citizen committee, often they are surprised at how little power they have.
- An individual member may not have a staff member fired, direct staff, oversee employee work product, or interfere in administration.
- Know the limits of your role! You are a policy maker, not a mover-and-shaker.

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- LEGISLATION is the prerogative of the council. City manager or strong mayor supports council, but does not decide.
- ADMINISTRATION is the prerogative of the city manager or strong mayor. Council may not interfere.

It's OK to disagree

- The fact that people have different opinions is a strength. It's a good thing!
- BUT we tend to identify with our own position.
- When we are defeated, we sometimes take it personally.
- This is a mistake.

At the end of the day, the body must unite behind its decision.

- It is a basic democratic principle that the decision of the majority, voting at a properly called meeting, is the decision of the body as a whole.
- The minority must make it their decision as well.

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Democracy is the worst system of government in all the world, with the exception of those others that have been tried from time to time.

Winston Churchill

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Bottom line

- In a democracy, HOW we decide things is more important than WHAT we decide.
- Courtesy and respect, no surprises, no unilateral action, no end-runs...these are essential for the system to work.

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Members have a duty

- When serving on a public body, members have a duty to uphold the decision of that body, even if they disagree with it.

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Disagreement

- Members may express their disagreement in public, but may not attempt to UNDERMINE the decision.
- They are free to try to persuade their colleagues, during the meeting, to change the decision (within limits).

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WHY?

The essential principle
of majority rule.

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Lost the vote? Don't
sabotage the council's
action



We've had inquiries recently about elected officials who lost a vote, and then actively worked against the outcome. This amounts to trying to sabotage the council. It is wrong, wrong, wrong.

THE MAJORITY RULES

General Henry Martyn Robert, the original author of *Robert's Rules of Order*, expresses it this way:

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*The willingness to engage in honest
debate and lose on issues you care
deeply about reaffirms your
commitment to common citizenship.*

Cornell Clayton, Washington State University

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What is the alternative?

*The ballot box is sacred
because the alternative is blood.*

Elias Canetti

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- Democracy is fragile and depends on mutual acceptance and understanding.
- It can only work if everyone agrees to follow its principles and process.
- Everyone must know and understand the rules, because...

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YOU are IT!

- There are no parliamentary police.
- You are your own authority.

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Enforcement

- We don't like the idea that guidelines must be enforced.
- However, all human organizations, even benign institutions like hospitals, schools and retirement communities, ultimately depend on power enforcement for their success.

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Sanctions should be rare

- The power of the group extends to the power to sanction.
- If Robert's Rules is your authority, you have this power already.
- It is best if council rules of procedure include specific steps to be taken when the guidelines are broken.
- Sanctions should be RARE.

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Sanctioning rogue board members



In general, people who serve on nonprofit boards or in local government are peaceful and compliant. But every once in a while, you get a rogue board member. What can be done? We believe that it's important for boards to be prepared to sanction rogue members when necessary.

This is an unpleasant subject. However, all human organizations, even benign institutions like hospitals, schools and retirement communities, depend on power enforcement for their survival. If a

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TABLE DISCUSSION

Please share two items that you have found helpful from this presentation so far.

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VI. HOW to control?

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Don't be intimidated by anger

- Evolutionary psychologists tell us that anger evolved “in the service of bargaining, to resolve conflicts of interest in favor of the angry individual.”

Leonard Mlodinow, *Emotion: How Feelings Shape Our Thinking*

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Guide your members by stating the obvious

- You as chair know more about the process than anybody else.
- You must repeat yourself, and state the obvious, to help bring everyone along.

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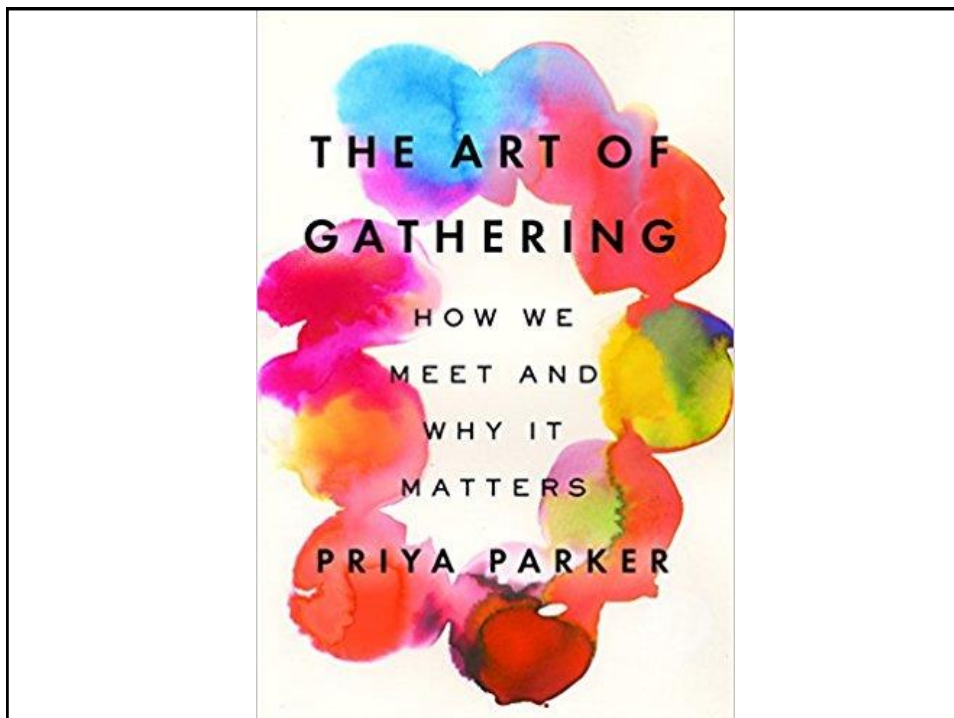
“Generous authority”

Priya Parker

- It’s important to be business-like and focused.
- Keep things moving.
- At the same time, show humanity and humor when appropriate.

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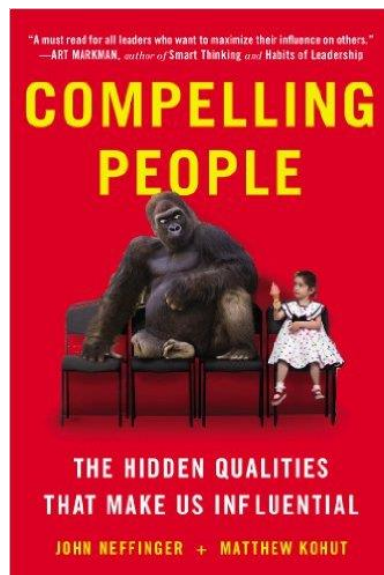
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Strength vs. warmth John Neffinger and Matthew Kohut

*Compelling People:
The Hidden Qualities that
Make Us Influential*

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Keep things moving! Be brisk! Speak crisply!

- *Well, I guess the agenda is adopted...*
- *I'll kind of get a thumbs up from the board next week...*

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Firm but not harsh.

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LANGUAGE TIPS FOR MEETING MANAGEMENT

SITUATION	CHAIR CAN SAY
Call to order	<i>This meeting of the [name of organization] is called to order.</i>
Unanimous consent	<i>Without objection... If there is no objection...</i>
To begin discussion	<i>It has been moved and seconded that... Is there any discussion?</i>
If there is no second	<i>Since there is no second, the motion will not be considered.</i>
To end discussion	<i>Is there any further discussion? or Are you ready to vote?</i>
Process Point of Order	<ol style="list-style-type: none"> 1. Member says, "Point of Order." 2. Chair says, "State your point." 3. Member explains issue. 4. Chair says, "The point is well taken," or "The point is not well taken."
When someone says "Point of Order" but can't explain what they mean	<i>What rule has been broken?</i>
Process Point of Information	<ol style="list-style-type: none"> 1. Member says, "Point of Information." 2. Chair replies, "State your question."

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Don't get into arguments!

- If you are a member, you may not argue with the chair.
- If you are the chair, don't argue with a difficult member.
- Simply state your ruling, and then say
Does the member wish to appeal this ruling?

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When in doubt, ask the group!

- Chair can always ask the group to decide a question.

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- Chair: *The chair is uncertain about the word "malarkey." The chair will ask the council to decide this matter. All those who believe that the word "malarkey" is insulting, please say "aye."*
- Council members in favor: *Aye.*

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- Chair: *All those who believe the word “malarkey” is not insulting, please say “no.”*
- Council members opposed: *No.*
- Chair: *The ayes have it and the word “malarkey” may not be used, OR the noes have it and the word “malarkey” is acceptable.*

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Two different ways the group decides

- Chair turns to the group immediately to decide a question.
- A member appeals the chair's decision, or their ruling on a Point of Order. If another member seconds, the group decides.

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WHY do we need rules?

Win/lose is the only game most of us understand. We have a constant unspoken need for domination and actually find no enjoyment in win/win situations.

Richard Rohr, Franciscan author

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Emotion

Emotion is the artesian spring
of our being.


It is far more important
than procedure.

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I think, therefore I am.
Rene Descartes, French philosopher

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 **Jurassic Parliament** Mastering meetings using Robert's Rules

I feel, therefore I am.

Dacher Keltner, American psychologist

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Real knowledge of yourself

is essential
to achieving the goal
of better meetings.

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Our worst selves

By Ann G. Macfarlane, Professional Registered
Parliamentarian



When I served on the board of the American Translators Association, a fellow board member drove me crazy. His blithe assumption of superiority and his ego were insufferable. Of course, it is a truism of psychology that a strong emotional reaction like that is linked to unresolved inner issues. When I looked at the matter carefully, I saw that I couldn't stand this person's taking the limelight because I wanted it myself.

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You must absorb the pain

of bad meetings, difficult members,
community upset, an angry
public—and not pass it on.

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When public pressure is intense



At a recent workshop, a director from a school board split by pandemic-related decisions asked me what board members can do in the face of intense public pressure. These are tough times for local non-partisan government bodies, for sure. Here are some thoughts about what can be done.

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VII. Conclusion

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Keep in touch!

- **You are invited to subscribe to our monthly newsletter.**
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www.jurassicparliament.com

ann@jurassicparliament.com

206-542-8422

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Quick Guide for City Councils



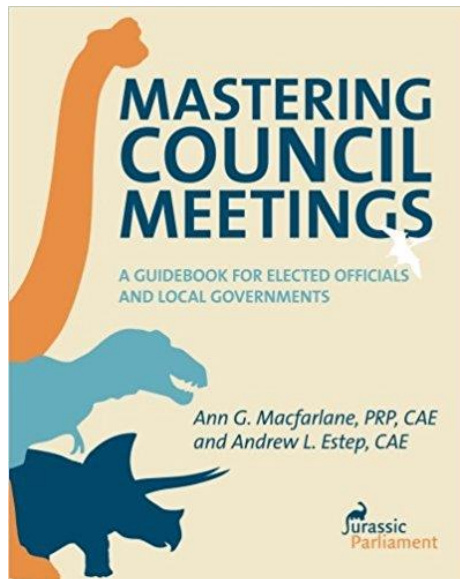
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Follow this quick guide to take the pain out of your meetings, hold productive discussions, and serve your community better.

► **BASICS**

A quorum must be present for business to be done. Usually a quorum means a majority (more than half) of the voting members in office.

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CITIZEN'S GUIDE
TO EFFECTIVE CONDUCT OF PUBLIC MEETINGS
USING PARLIAMENTARY PROCEDURE AND
ROBERT'S RULES OF ORDER
IN WASHINGTON STATE



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This guide has been prepared to assist citizens and residents who want to know the expectations for public

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Mastering meetings using Robert's Rules

Why are we here?

To invigorate you to run effective
meetings and serve your community

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After taking this workshop, you will be able to

1. Apply the most important principle for effective meetings.
2. Describe seven personal qualities the chair must have to succeed
3. List six techniques to guide and control your meeting.

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Four fundamental guidelines

1. The chair is the servant of the group, and the group is the final authority.
2. All members have equal rights, privileges and obligations. To ensure this, no one may speak a second time until everyone who wishes to do so has spoken once.
3. Courtesy and respect are required.
4. One thing at a time.

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Follow four fundamental guidelines for successful meetings



Gig Harbor, Washington City Council. ©Jurassic Parliament 2018.

Robert's Rules of Order includes **four fundamental guidelines** that will create successful meetings. They are easy to say but take some effort to apply, since prevailing culture is often very different. Run your meetings according to these guidelines so your meetings—and your organization—will flourish.

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Personal qualities

- Be comfortable with the role of taking charge.
- Have the will and strength to control the PROCESS.
- Don't try to control the OUTCOME.
- Be firm but not harsh.
- Tune in to your own emotions and those of others.
- Have the warmth to connect with people.
- Don't take failure personally.

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Techniques

- Keep control of discussion as “benevolent dictator.”
- Insist that members seek recognition.
- Ensure each person has an equal chance to speak.
- Cut people off when necessary.
- Respond correctly to Point of Order and Appeal.
- Don't speak too much.

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Bottom line

1. Keep emotionally connected to members.
2. Control the meeting.
3. Serve the group, not your own ego.

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Personal relationships

When I speak of leadership, I am describing what Elliot Jaques and Steve Clement call “that process in which one person sets the purpose or direction for one or more others and gets them to move along with him or her and with each other in that direction with competence and full commitment.”

Jerry Harvey

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Emotion is critical

This definition of leadership requires that you, the leader, be emotionally bonded, attached, connected or linked with those whom you lead. It also requires that those whom you lead be emotionally bonded, attached, connected, or linked with you and with one another. That’s what shared purpose and commitment are all about.

Jerry Harvey

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The best leader

*The best leader is one whose existence is barely known.
Next best is one who is loved and praised.
Next is one who is feared.
Worst of all is a leader who is despised.
If you fail to trust people, they won't turn out to be trustworthy.
Therefore, guide others by quietly relying on Tao.
Then, when the work is done, the people can say,
"We did this ourselves."*

From the *Tao te Ching of Lao Tzu*, translated by Brian Browne Walker
New York: St. Martin's Press, 1995

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PO Box 77553, Seattle, WA 98177

Tel: 206-542-8422

Email: ann@jurassicparliament.com Web: www.jurassicparliament.com

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