

CONGRESS OF BLACK WOMEN OF CANADA
ONTARIO REGION

LEADERSHIP MANUAL

FORWARD

SISTERS!

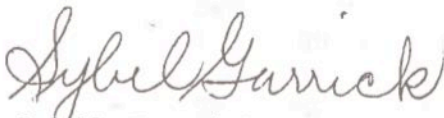
This manual is intended to be a guide to the structure and history of the Congress.

As well as providing some basic information on the organizational structure of the Congress, the manual includes a series of useful organizational tools and strategies which I hope will be of assistance in developing and maintaining individual and collective chapters within this region.

This final edition was formulated and researched under my direction in cooperation with the office co-ordinator and with the guidance and contributions from various chapters.

It has been a distinct honor to have served you as Ontario Representative over the past two terms. My best wishes and continued success in future endeavors.

In Sisterhood,



Sybil Garrick
Ontario Representative 1987-1991

INDEX

1. CONGRESS HISTORY
 - CONGRESS OBJECTIVES
2. HOW CONGRESS IS MANAGED
 - EXECUTIVE COUNCIL
 - NATIONAL EXECUTIVE COMMITTEES
3. ORGANIZATIONAL CHART NATIONAL EXECUTIVE, REGIONAL REPRESENTATIVE CHAPTER
 - ORGANIZATIONAL OF A CHAPTER
 - CHAPTER APPLICATION FORM
 - DUTIES OF PROVINCIAL ORGANIZATION
4. ROLE AND FUNCTION OF PROVINCIAL EXECUTIVES
 - ROLE OF THE PROVINCIAL REPRESENTATIVE
 - ROLE OF THE PRESIDENT
 - ROLE OF THE VICE-PRESIDENT
 - ROLE OF THE TREASURER
 - SAMPLE TREASURER REPORT
 - ROLE OF THE RECORDING SECRETARY
 - GUIDELINES FOR MINUTES
5. MEMBERSHIP RECRUITMENT
 - MEMBERSHIP COMMITTEE
 - RECRUITING MEMBERS
 - FINDING NEW MEMBERS
 - APPROACHING PROSPECTIVE MEMBERS
 - MEMBERSHIP CARDS
 - ABOUT YOUR MEMBERS
6. PRINCIPLES AND POLICIES FOR GROUP DEVELOPMENT
 - GROUP PROCESS
 - THE DISCUSSION GROUP
 - THE ROLE OF THE LEADER
 - SPEAKING IN PUBLIC
 - CHECKLIST FOR PLANNING MEETINGS
 - TO GET MEETINGS GOING TECHNIQUES
 - THINGS TO THINK ABOUT
 - HOW I AM DOING

CONGRESS OF BLACK WOMEN OF CANADA1. CONGRESS HISTORY:

The first conference of the Congress of Black Women of Canada was convened in Toronto in 1973 by the Canadian Negro Women's Association and chaired by Kay Livingstone.

Subsequent conferences were held in Montreal in 1974, Halifax in 1976, Windsor in 1977.

In 1980 the National Organization was launched, the constitution ratified, and the National Executive Council formed.

A. National Executive Council of the Congress of Black Women

1. President
2. Vice-President
3. Secretary
4. Treasurer
5. Immediate Past President

B. CONGRESS OF BLACK WOMEN OF CANADAObjectives :

1. To provide a network of solidarity for Black Women in Canada and to be a united voice in the defence and extension of human rights and liberties for Black Women in Canada.
2. To foster a climate in which it is acceptable for Black Women to openly examine the issues which effect them and their families.
3. To plan and implement a program of education for Black Women.
4. To develop relations with other local, national and international organizations whose aims and objectives are in keeping with those of the Congress.
5. To constantly re-examine our objectives and purpose and adjust our efforts accordingly.

2. HOW CONGRESS IS MANAGED

EXECUTIVE COUNCIL

NATIONAL EXECUTIVE COMMITTEES

PRESIDENT

VICE-PRESIDENT

SECRETARY

TREASURER

PAST PRESIDENT

REGIONAL REPRESENTATIVES

Following are Guidelines Regarding the Management of the Congress found Article 8 of the Constitution.

Article 8.

- 8.1 Elected every two years at a general meeting, members may not be eligible for elections for more than two consecutive terms of office.
- 8.2 Executive Council Meetings must have a government of seven members including three members of the executive committee.

Executive Council - responsible for carrying out the decisions of the Assembly at the General Meeting, for directing the affairs of the Congress between General Meeting and is answerable to the Assembly.

The Executive Council shall be responsible for the current management of the Congress.

REGIONAL REPRESENTATIVES

There may be twelve representatives, one from each of the Province, the Yukon and Northwest Territories.

2. NATIONAL EXECUTIVE COMMITTEES :

The following represent the standing committees in the congress.

NOMINATIONS

CONSTITUTIONS

COMMUNICATION

FUNDRAISING

ISSUES

CHAIRPERSON

PAST CHAIRPERSON

VICE-CHAIRPERSON

SECRETARY

TREASURER

ONTARIO REPRESENTATIVE

DURHAM
WATERLOO

— SUREBURY

— NORTH YORK

— TORONTO

— OSHAWA

— GUELPH

— ST. CATHARINES

— BRANTFORD

3. ORGANIZATIONAL CHART NATIONAL EXECUTIVE, REGIONAL REPRESENTATIVE CHAPTER
EXECUTIVE COUNCIL AND ONTARIO REGIONAL EXECUTIVE

NATIONAL PRESIDENT

The Following is an organizational chart of the Executive Council and the Ontario Regional Executive and Chapters.

NATIONAL
VICE-PRESIDENT

NATIONAL
TREASURER

NATIONAL
EXECUTIVE

PAST
PRESIDENT

ONTARIO REPRESENTATIVE

DURHAM
WATERLOO

SUDBURY

NORTH YORK

TORONTO

MISS.

HAMILTON

SCRAB.

BRAMPTON

NORTH EAST
ONTARIO

WINDSOR

London

SAMPLE

3. ORGANIZATION OF A CHAPTER

Chapters may be formed when:

There are six or more women who identify with and support the objectives of the Congress.

The terms of the existing constitution have been examined and agreed upon by the group.

The application for membership has been ratified by the Executive Council.

Signature: _____

Witness: _____

Date: _____

CONGRESS OF BLACK WOMEN OF CANADA EXECUTIVE COUNCIL USE ONLY.

This application has been approved by the Executive Council on the 1st of _____ at the Executive Council meeting held by _____ of _____

Vice:

President:

SAMPLE

CHAPTER APPLICATION FORM

We, the women of _____
have studied the Constitution of the "Congress of Black Women of Canada" and
have agreed - to abide by the guidelines of the Constitution.

We, therefore, apply for the membership as a chapter.

Signature/position of applicant: _____

Witness: _____

Date : _____

CONGRESS OF BLACK WOMEN OF CANADA EXECUTIVE COUNCIL USE ONLY.

This application has been approved by the Executive Council on the date
of _____ at the Executive Council meeting held in the province
of _____

Signed by _____
President/Vice-President

Witnessed by: _____

Position: _____

3. DUTIES OF THE PROVINCIAL ORGANIZATIONS:

- 1) A bi-ennial report on the operation of the chapter should be submitted to the Regional Representative three months prior to the National Conference, or January 31, of the Conference year.
- 2) Membership fees for chapters should be paid no later than January 31st of each year.
- 3) At the year end for each chapter a summative report on the chapter's activity during the past calendar year should be submitted to the Regional Representative.
- 4) A special events calendar from each chapter should be submitted to the Regional Office twice per year, January 31, and July 1, to facilitate regional planning for activities and to avoid conflicting dates of chapter events.

4. ROLE AND FUNCTION OF PROVINCIAL EXECUTIVES:

THE ROLE OF PROVINCIAL REPRESENTATIVE

The Provincial Representative to the Congress of Black Women of Canada is a member of the Executive Council.

Her duties include:

- building the organization throughout the province establishing chapters in any centre in which there are six or more Black Women
- networking with other provincial women's organizations
- encouraging associate membership with other black women's organizations which share the philosophy of the Congress.
- working with provincial departments that address Status of Women issues.
- seeking funds at the provincial level to carry out the aims and objectives of the chapters.
- liaising between the provincial chapters and the national body
- attending National Executives meetings.
- carrying out tasks delegated by the National Executive
- representing the Congress on provincial bodies that seek representation from women's groups.

The Alternative Representative will serve when the Provincial Representative is unable to do so.

THE ROLE OF THE PRESIDENT :

The President shall preside at all chapter, executive, and special meetings as she deems necessary.

She shall appoint the chairpersons of all standing and ad hoc committees, shall establish ad hoc and other committees as needed. The President may designate a parliamentarian to preside at all business meetings.

4. THE ROLE OF THE VICE-PRESIDENT

In the absence or disability of the president, the vice-president shall hold the office of the president.

The vice-president shall also perform those duties designated by the president.

THE ROLE OF THE TREASURER

Treasurer shall maintain an accurate account of monies received and spent. She shall work in accordance with the financial management policies agreed upon by the executive. She shall be one of the signing offices for the disbursement of cheques.

(See Sample Treasurer's Report)

THE ROLE OF THE RECORDING SECRETARY

The recording secretary shall keep minutes of the chapter, executive and special meetings and shall perform other relevant duties and functions as assigned by the president.

THE RECORDER

The purpose of the recorder is to -

- remind the group of what has been discussed, decision made and pertinent points.

This requires special ability. The individual must be able

1. select important points of discussion.
2. accurately reflect the feelings and opinions of the group
3. the individual must have a willingness to do the job.

GUIDELINES FOR MINUTES

Acceptance of agenda - opening of meeting

Reading of previous minutes

Report of minutes confirmed

4. GUIDELINES FOR MINUTES (CONT'D)

Seconding of minutes

Treasurer's Report

Acceptance of Treasurer's Report

Committee reports

Business arising from minutes/correspondence

Miscellaneous, eg. new business arising from membership

Adjournment.

These guidelines are but one of the options suggested in reporting minutes. You may find another method more suitable for your uses, or that a combination is best for your needs.

Sample

TREASURER'S REPORT

CONGRESS OF BLACK WOMEN OF CANADA ONTARIO REGION

SUMMARY OF RECEIPTS AND EXPENSES

JANUARY 19 - DECEMBER 19

BROUGHT FORWARD \$3521.74
Kay Livingstone Luncheon 1987

RECEIPTS

MINISTRY OF CITIZENSHIP \$ 5453.00
Women's Directorate \$ 6500.00
- Vancouver Conference Report
- Family Violence \$16650.00
Kay Livingstone Luncheon 1988 \$ 9345.00
- Hurricane Relief (Jamaica) \$ 659.22
- Bank Interest.. .. . \$ 276.87
- Donations. \$ 175.00
\$39,059.09
\$42,580.83

EXPENSES

Office, Rent, Phone, Supplies etc. \$ 4196.35
Family Violence \$10008.95
Conference Report \$ 6500.00
Kay Livingstone Luncheon 1988 \$11441.28
\$32,146.58
Balance: \$10,434.25

OUTSTANDING PAYMENTS

- o Hurricane Relief (Jamaica)
- o Kay Livingstone — Film for Photography
Developing \$ 225.00
- o Family Violence
 - Coordinator \$ 1500.00
 - Typing and Printing of Report
 - Regional Representative (Travel Postage,
Copying etc.)
- o Shelia (Postage, Copying etc.)

5. MEMBERSHIP RECRUITMENT:

MEMBERSHIP COMMITTEE

Is responsible for:

- recruiting and keeping members
- organizing recruiting
- preparing materials for distribution
- to orient new members to the group
- to work with the executive board on membership

RECRUITING MEMBERS

1. Know what kind of members you are looking for and what approximate proportion they will be to the general membership.
2. Recruiting must be highly specialized and much attention must be given to detail.
3. Recruiting should be as decentralized as possible, i.e, work in your own social clubs or businesses.
4. Names should be parcelled out on the basis of related interest.
5. Personal contact is the best approach. The most effective is face to face, where individual can note personal conviction about the organization through voice tone and facial expression.

HOW TO FIND NEW MEMBERS

The following is a small example of the available resources.

- census list
- telephone directory
- other organizations

APPROACHING THE PROSPECTIVE MEMBERS

If personal contact is impossible.

1. invite prospect to general meetings, call and extend the invitation to attend with you.
2. see that she meets other and that she has a pleasant impression of the organization.
3. send publications that will interest her and tell about your organization and activities.

5. APPROACHING THE PROSPECTIVE MEMBERS (CONT'D).

4. invite her to social festivity
5. if invitation by mail is necessary, see that it is signed by someone with whom she is familiar or, who carries some weight with her.
6. this should always be followed by a telephone call or an invitation to a meeting.
7. be sensitive to individual's likes and dislikes.

MEMBERSHIP CARDS:

As a result of the interview you may want to make out a prospective membership card which will allow you to keep pertinent information at hand.

| | | |
|---------------------|----------------|-----------------|
| <u>For Example:</u> | Name | Telephone No. |
| | Address | Other Skills |
| | Qualifications | Available Times |

ABOUT YOUR MEMBERS:

WHY DO PEOPLE JOIN

People join groups in order to fulfill various needs. The group may represent one or some of the following.

1. conformity
2. ego defending - membership joining is synonymous with safety
3. ego extending - self extending membership, people wish to grow and find new memberships an important medium.

WHY PEOPLE AVOID JOINING

People avoid joining groups for as diverse a range of reasons as they have for joining. It may be that the individual:

1. is practising the principle of least effort, it takes time, effort, and or, money to join.
2. fears commitment.
3. feels that joining will lead to more involvement than they may wish.
4. lacks understanding and insight, and is involved in self separation from the society and social, content of their life.

*1 Leadership Pamphlet #12 PP. 5
Copyright 1956

5. WHY DO SOME PARTICIPATE:

Some individuals who participate are

1. compulsive members who gain prestige dominance, and satisfaction from being in the limelight.
2. reluctant, but mature, and gains a sense of duty.

WHY PEOPLE TAKE NO PART IN GROUPS THEY JOIN:

The individual may decide to take no part in the affairs of the group because.

1. he/she may not be motivated
2. membership may be involuntary
3. she may be temperamentally unsuited, lazy, fatigued, shy
4. cannot affiliate readily, they anger easily lack social creativity
5. she may fear over commitment
6. she does not see the relevance of her own activity to her life and destiny.
7. emphasis in our culture is on individual rights rather than responsibilities.

WHY PEOPLE DROP OUT OF GROUPS:

There may be

1. little to maintain interest
2. new fads which draw individuals from renewing memberships
3. genuine growth beyond that which can be accommodated by the small group
4. disillusionment, the organization does not fulfill expectations
5. deliberate withdrawal to accommodate new, younger members
6. disbanding of sub groups and cliques.

6. PRINCIPLES AND POLICIES FOR GROUP DEVELOPMENT:

GROUP POLICY

1. There should be a continuing effort to ensure that organizational aims and goals are being met, and are consistent and clear.
2. Does the community understand what the organizational goals are?
3. There should be no contradiction or conflict between the aims of policy of membership and overall policy.
4. Constant effort should be made to ensure that the overall policy of the organization makes provision for meeting the needs of a membership committee.
5. Awareness that members want to participate in various ways at various levels.

PRINCIPLES AND POLICIES FOR GROUP DEVELOPMENT:

1. Respect for the individual's integrity
2. Rotation of members of leadership positions
3. Adequate channel of communications e.g. members receptive to suggestions
4. Should be periodic occasions for evaluations
5. Fluid process of participation, channel of interest exploration of opportunities for emerging leadership as well as discovering new potentials within themselves.

GROUP PROCESS:

Every group passes through specific stages in problem solving.

1. recognize the problem
2. examine the problem
3. look at the facts.
4. propose tentative decisions
5. select suitable decisions.

6. THE DISCUSSION GROUP:

Discussion groups are used when

- all participants have interest, knowledge and feelings about the subject. Participants pool ideas, knowledge and experience to arrive at group decisions.

When common background is not present the lecture format is more suitable.

- Topic cannot be too limited or discussion will be stilted and inhibited as the group struggles to expand the discussion to fill available time. It must be specific enough that some decision can be reached. Too broad a topic leads to frustration and a feeling of being overwhelmed.

USING THE DISCUSSION GROUPS AREA TECHNIQUE:

The topic should be relevant for discussion. The time set aside should be adequate for discussion.

THE ROLE OF THE LEADER:

*2 The following are some of the things a leader can do to help in topic discussion and developing solutions.

1. Come prepared. The leader should learn as much as possible about the subject, i.e. fact finding may suggest suitable readings.
2. Gets the discussion started. The beginning of the discussion group should be carefully planned, especially if members are unknown to one another.
3. Keeps the group on topic
4. Encourages individual opinions
5. Makes sure that the group has a clear understanding of the discussion.
6. Encourages friendly understanding
7. Summarizes occasionally
8. Indicates when and how discussion strays.

6. THE DISCUSSION LEADER:

The discussion leader must work in such a way that she encourages all the other members to express their opinions while she remains neutral.

*3 PERSONAL QUALITIES:

1. She should be friendly, the kind of person the group members respond to. Fair but firm and neutral in approach.
2. She should be an attentive listener, hearing not only what is being said, but also what the person is trying to express.
3. Patient, the group must understand clearly what is being said regardless of the progress of the meeting.
Less articulate members must be allowed to state their ideas without fear of censure or ridicule.
4. Clear thinking - she has the ability to summarize and correlate various points of view.
5. Unaggressive - the leader should not impose her own opinions on the group.
6. Sensitive - leader must be aware of the feelings of the group members and aware of when the group has reached consensus. She must be aware of the value of discussion.
7. The leader should be confident that the group process is a sound way to reach decisions.

*4 6. SPEAKING IN PUBLIC:

To thank a speaker:

offer thanks on behalf of the audience, not of yourself;
 thank her for what she has given in terms of information and ideas,
 entertainment, inspirational values;

thank her for her personal sacrifice of time, energy, etc.,
 refrain from repeating the speech and from expressing your personal
 appreciation.

To present a gift:

refer to the occasion;
 remind the audience of the achievements of the recipient;
 express goodwill on behalf of the audience;
 present the gift;

To accept a gift:

express thanks for yourself, or on behalf of the group you represent;
 mention in some appropriate way the debt owed by you or your group to
 those who are presenting the gift;

To propose a toast:

refer to the significance of the occasion;
 pay a suitable tribute;
 speak on behalf of the audience;
 be sure to have the audience's full attention for the proposal of the
 toast;

To answer a toast:

say "thank you",
 share something of yourself that is appropriate.

To nominate a candidate for office:

name your candidate;
 describe the office to be filled;
 give the qualifications of your candidate;
 move formal nomination;
 respect the time and the requirements of the proceedings
 (it is easy to overdo a good thing here).

To welcome a person or group:

mention the significance of the occasion;
 express the pleasure and good will of the audience;
 share with the audience something about the visitor(s).

6. SPEAKING IN PUBLIC (CONT'D).

To make an announcement:

give all the detail needed;
be precise about time, place and any requirements;
allow the audience time to absorb and remember;
avoid confusing the facts with irrelevant detail or
unnecessary chatter.

To introduce a speaker

mention the subject of the address, and why it has been chosen;
say why the topic is important to this particular audience;
say why this speaker has been chosen;
give his name and something about him, without too much praise;
leave the topic itself to the speaker.

*5 6. A CHECKLIST FOR PLANNING MEETINGS:

It is so easy to forget some crucial items in the planning of meetings some materials you wanted to be sure to have available, the telephone call to the custodian, the name tags, extra minutes of the last meeting, and many others. We have found it indispensable, and very embarrassment-preventing to have a checklist to review and check off as part of the process of planning and leading meetings. The one on the following pages should be a good starter; one to add to because all meetings, of course, are different, all items are not relevant for every meeting. But in our experience the main headings and most of the items are quite universal.

1. Publicity-promotion, notifying
2. Agenda and Resource Materials
3. Responsibilities at the meeting
4. Space Check-out
5. Equipment for the meeting
6. Materials for the meeting
7. Budget
8. At the meeting
9. End of meeting and after

CHECKLISTPUBLICITY/PROMOTION/NOTIFYINGWho responsibleBy when

| | | |
|-------------------------------|-------|-------|
| _____ notices-to whom | _____ | _____ |
| _____ letters of invitation | _____ | _____ |
| _____ direction of mtg. place | _____ | _____ |
| _____ phone calls | _____ | _____ |
| _____ news releases | _____ | _____ |
| _____ contact the media | _____ | _____ |
| _____ copies of mtgs. plan | _____ | _____ |
| _____ copies of speeches | _____ | _____ |
| _____ pictures/photos | _____ | _____ |
| _____ bulletin boards | _____ | _____ |
| _____ personal contacts | _____ | _____ |
| _____ others | _____ | _____ |

6. CHECKLIST (CONT'D).

Agenda and Resource Materials

- _____ copies of agenda _____
- _____ contact people on agenda _____
- _____ materials needed _____
- _____ previous minutes _____
- _____ committee reports _____
- _____ previous agreement _____
- _____ and time commitments _____
- _____ others _____

RESPONSIBILITIES BEFORE THE MEETING:

- _____ leadership assignments _____
- _____ documentation or recording _____
- _____ assignments _____
- _____ resources persons _____
- _____ observers? _____

RESPONSIBILITIES BEFORE THE MEETING:

- _____ hosting roles _____
- _____ making reports _____
- _____ trying out equipment _____
- _____ test whether charts, _____
- _____ posters are readable _____
- _____ test electrical outlets _____
- _____ preview films for timing _____
- _____ and content. _____

6. CHECKLIST (CONT'D).

Space Check Out

| | | | |
|-------|--|-------|---|
| _____ | size & shape of space | _____ | _____ |
| _____ | electrical outlets | _____ | _____ |
| _____ | micro outlets | _____ | _____ |
| _____ | acoustics | _____ | _____ |
| _____ | doors | _____ | _____ |
| _____ | bathrooms (where, no. can accommodate) | _____ | _____ |
| _____ | stairs | _____ | _____ |
| _____ | heat/cold regulation | _____ | _____ exhibit space was space for newsprint |
| _____ | ventilation | _____ | _____ emotional impact (color) others |
| _____ | parking facilities: number & access | _____ | _____ |
| _____ | registration area | _____ | _____ |
| _____ | location | _____ | _____ |
| _____ | transportation | _____ | _____ |
| _____ | access to facility | _____ | _____ |
| _____ | room set up arrangements | _____ | _____ |

Equipment for Meeting

| | | | |
|-------|------------------------------|-------|------------------|
| _____ | tables (number, size, shape) | _____ | film projector |
| _____ | chairs (comfort, number) | _____ | chalkboard-chalk |
| _____ | microphones | _____ | typewriters |
| _____ | audio tape recorder | _____ | waste baskets |
| _____ | video tape recorder | _____ | bulletin boards |
| _____ | extension cords | _____ | pillows |
| _____ | overhead projector | _____ | projection table |
| _____ | newsprint easel chart stand | _____ | flannel board |
| _____ | slide projector | _____ | other |
| _____ | screen | _____ | |
| _____ | platform | _____ | |
| _____ | record player | _____ | |
| _____ | records | _____ | |
| _____ | gravel | _____ | |
| _____ | coffee, tea dispensers | _____ | |
| _____ | water pitchers | _____ | |
| _____ | cups | _____ | |
| _____ | camera | _____ | |
| _____ | film | _____ | |

6. CHECKLIST (CONT'D).

Space Check Out

- | | | |
|-------|------------------------------|-------|
| _____ | transparencies & appro- | _____ |
| _____ | priate pens & grease pencils | _____ |
| _____ | extension cords | _____ |
| _____ | registration fees | _____ |
| _____ | sale of materials | _____ |
| _____ | grants | _____ |
| _____ | sale of meal tickets | _____ |
| _____ | donations | _____ |
| _____ | membership fees | _____ |
| _____ | coffee and tea charges | _____ |
| _____ | others | _____ |

At the Meeting

Who Responsible

- | | | |
|-------|---|-------|
| _____ | mtgs, greeting, seating of participants | _____ |
| _____ | documentation-recording | _____ |
| _____ | greeting of late comers | _____ |
| _____ | evaluation activity | _____ |
| _____ | handing out of materials | _____ |
| _____ | operation of equipment | _____ |
| _____ | Process review, stop sessions, etc. | _____ |
| _____ | announcements | _____ |
| _____ | others | _____ |

End of Meetings and After

- | | | |
|-------|--------------------------------------|-------|
| _____ | collect unused materials | _____ |
| _____ | return equipment | _____ |
| _____ | clean up | _____ |
| _____ | thank helpers | _____ |
| _____ | read and analyze evaluation/feedback | _____ |
| _____ | prepare feedback on feedback | _____ |
| _____ | mail follow-up materials | _____ |
| _____ | remind people of their commitments | _____ |
| _____ | phone _____ | _____ |
| _____ | write _____ | _____ |
| _____ | lay plans for next meeting dates | _____ |
| _____ | pay bills | _____ |
| _____ | collect outstanding moneys | _____ |
| _____ | others | _____ |

*5 Planning Your Meetings pp.30-34
 Copyright 1976

6. TO GET THE MEETING GOING:

- have everyone introduce themselves, if the group is small
- have participants list major points they wish to discuss
- clarify topic so that all the participants have a clear idea of what is to be discussed
- define problems and needs
- raise questions to be answered later

TECHNIQUES :

Voting: Second only to reaching consensus

Brainstorming: Used if one wishes to get a lot of ideas when there are many possible solutions. There should be a specific time frame. No discussion. Ideas should be listed and form the discussion which follows.

Sub-Group Discussion: If there is one point that is to be discussed in detail, and a conclusion reached, it is sometimes best to divide the group into smaller groups for a limited time.

*6

PHYSICAL COMFORT:

Physical comfort refers to those conditions which allow participants to concentrate on subject at hand.

1. room adequately ventilated
2. temperature right
3. comfortable chairs
4. good lighting
5. ashtrays provided for smokers
6. can all members see each other without turning around?

EMOTIONAL COMFORT:

For full participation, members must feel that comments and feelings have some worth to the total group. Disagreements with personal ideas should not be seen as personal attacks.

*7 6. HOW AM I DOING :

Checklist for Favourable Symptoms

1. Members address me no more formally than others in group
2. Members frequently express real feelings
3. Group starts itself at beginning of each meeting
4. Sometimes members openly disagree with me
5. Members address their remarks to each other rather than to me
6. Group has a tendency to want to remain after the time limit has passed
7. Group makes decisions without depending on me as the final judge
8. Members seem to know what goals they seek
9. Members speak up without asking for my permission
10. Members do not count on me alone to handle "problem members"
11. Bright ideas originate with many members of the group
12. Different individuals frequently lead the group's thinking, discussion and procedure
13. Members seem to listen to each other without interrupting
14. Conflicts and disagreements frequently arise, but people try to understand the nature of these and deal with them
15. Members often accept insights and information from other members
16. There is an absence of hostility toward me
17. Members draw out and question each other to better understand their contributions.

BIBLIOGRAPHY

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How to Lead a Discussion
Leadership Pamphlet #1
Copyright 1955

Adult Education Association of U.S.A.
Getting and Keeping Members
Leadership Pamphlet #12
Copyright 1955

Adult Education Association Of U.S.A.
Discussion Leaders' Handbook
Community Development Branch Ontario Department of the Provincial
Secretary and Citizenship
Copyright 1971

FOR FURTHER READING

Frank Lawrence f.
How to be a Modern Leader

Kelly Earl C.
The Workshop Way of Learning

Brown Ann C. Geis Sally B.
Handbook for Group Leaders

Group Thinking and Conference Leadership
William E. Utterback

Irving J. Lee
How To Talk With People

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