

Cricket Administrator Programme (CAP)

Effective Meetings

Learner Guide



Acknowledgement

The International Cricket Council warmly thanks the Oceania Sport Education Program (OSEP) for granting us permission to use their materials and resources in the development of this Training Module.

Disclaimer clause

Whilst all care has been taken in the development of this resource; the International Cricket Council (ICC) takes no responsibility for errors, omissions or inaccuracies. This resource is designed to assist ICC Members to educate their administrative staff in relation to effective meetings; however it cannot identify all possible risks or strategies and does not purport to provide legal advice. Any legal matters, insurance or liability issues arising from information outlined in this resource should be referred to a qualified legal expert.

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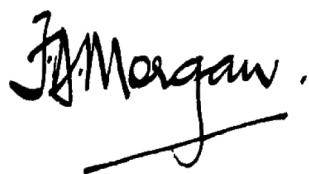
Introduction

I have been involved in cricket as a player and administrator almost all my life and for many years it has been clear to me that – from local clubs to the international arena – successful teams usually have excellent support structures.

This includes the ability to plan and facilitate effective meetings. No matter how big or small your organisation may be, it is essential that the various meetings held by the organisation are prepared and managed in an effective manner, with an agenda, constructive discussions and a clear record of decisions.

This resource provides guidance to those that are responsible for planning and facilitating meetings. I hope the delivery of this programme by our stakeholders will further increase the efficiency of the various committees involved at all levels of cricket club management across the world.

Most importantly I hope that administrators undertaking this programme will benefit from the experience and deliver better service to their clubs and players as a result.

A handwritten signature in black ink that reads "David Morgan." The signature is written in a cursive style with a long horizontal stroke at the end.

David Morgan

ICC President

April 2009

Welcome

Welcome to the **Effective Meetings** module of the **Cricket Administrator Programme (CAP)**.

This CAP module has been designed to improve the effectiveness of the various forms of meetings held by Cricket Clubs and Federations.

The development of capable and competent cricket administrators is a high priority in the global development of cricket. It is imperative that competent and capable administrators are engaged to drive forward the sustainable growth of the game.

On completion of the Effective Meetings module of the Cricket Administrator Programme (CAP), participants should be able to:

- Describe the roles that meetings play in Clubs / Federations
- Outline the purpose and design of:
 - Annual General Meetings
 - Management Committee and
 - Sub-Committee Meetings.
- Explain the key requirements of effective committee meetings
- Outline the key causes of ineffective meetings
- Identify and understand common meeting procedures:
 - Agenda
 - Motions
 - Voting
 - Taking minutes.
- Understand the purpose and benefits of meeting procedures
- Understand and implement the skills of effective meeting facilitation
- Explain the importance of decisions being made efficiently and effectively in meetings
- Describe the role that voting plays in making decisions
- Outline the benefits of reaching decisions by consensus.



See Appendix A for a copy of the Learning Outcomes.

Glossary of Terms

Term	Meaning
Facilitator	Someone who helps the meeting attendees understand their objectives and who assists the meeting to achieve these objectives without taking a particular position within the discussion
Agenda	A formal list containing items to be discussed at a meeting and the order in which they will be discussed
Minutes	A written record of discussions and decisions from a meeting. Notes are kept by someone throughout a meeting and then these 'minutes' are generally typed, or written, into a permanent record after the meeting
Active Listening	Active listening is a structured way of listening and responding to others. It focuses attention on the speaker When interacting, people often do not listen attentively to one another. They get distracted, think about other things, or think about what they are going to say next
Annual General Meeting (AGM)	An AGM is generally held every year to inform members of previous and future activities. In organisations run by volunteers or a paid committee, the AGM is generally where the election of officers or directors for the organisation occurs
Motion	A formal proposal on a particular subject by a meeting attendee on which others at the meeting can vote to support (Seconded and then Carried) or vote not to support (Defeated)
Motion Seconded	After a Motion is moved by someone, a second person is required to 'Second' the Motion (agree with it) in order for it to go to vote
Motion Carried	After a motion is moved and carried it is voted in. If the meeting attendees vote in favour of the motion, it is 'Carried'. 'Carried' means the motion is approved and that the particular item being discussed and voted on can proceed as proposed.
Motion Defeated	A Motion is Defeated if there is no Seconder, or if the meeting attendees do not vote in its favour

Section One

Characteristics of Meetings

Tips for effective meetings

Some general tips you can use to facilitate better meetings are listed below

- Only hold a meeting if necessary
- All meetings must have clear goals/objectives
- Invite a neutral person to facilitate (or manage) sensitive meetings
- All meetings must have an agenda (a list of items to be discussed at the meeting) with time allocations
- Distribute pre-meeting information
- Meetings must start on time
- People need to be prepared and participate positively
- Minutes must be kept
- Review effectiveness of the meeting openly and record this
- Active listening
- Keep it simple and action orientated
- People need to be trained
- People need to be rewarded



Activity 1.1

Which of the tips listed above does your Club/Federation use? This will either show that they are doing things well or that they need to improve in some specific areas.



Activity 1.2

Think of a recent example of when you have attended an ineffective Club / Federation meeting. How did you feel during and after the meeting?

Get Organised

You will spend less time in meetings and have more time for work if you:

- Do not meet if the same information can be covered in a memo, e-mail, teleconference or brief report
- Set a goal(s) for the meeting
- Write and send out the agenda before the meeting
- Send out all meeting materials to be read ahead of time
- Check that all pre-meeting actions have been completed
- Ensure the appropriate people attend.



Activity 1.3

Do you ever spend too much time in meetings, with little being achieved? Which of the points listed above occur before your meetings?

Section Two

Meeting Types and Procedures



Types of Meetings

There are many types of meetings from subcommittee meetings to Annual General Meetings (AGMs). The core principles of effective meetings remain the same, although the structure and format will vary slightly between them.

There are 3 common types of meetings

1. General meetings

- Open to all members – often held to discuss matter affecting the club as a whole and also act as a forum for general members of the club who do not sit on a board or committee to have input.
- A common type of General Meeting is an Annual General Meeting (AGM) – this is held once a year at the end/start of the financial year to appoint the board for the following year. Large decisions may also require approval at the AGM.

2. Management or Executive Committee meetings

- Restricted to those elected (President, Secretary, Treasurer, CEO etc).

3. Subcommittee meetings

- Focus on specific tasks or problems
- Report to management or executive committee

These meetings fit in with typical club structures



Activity 2.1

What type of meetings and committees does your Club/Federation have/hold?



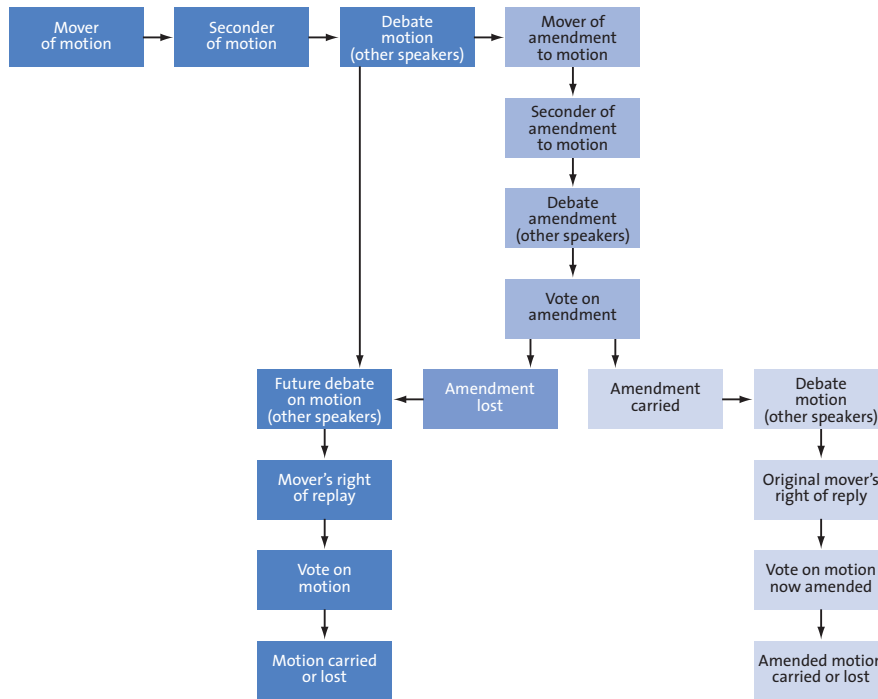
Activity 2.2

Let's have a look at the Agenda template in Appendix D.

Discuss the way Agenda's are written for meetings you regularly attend and how they differ from the example in Appendix D.

Figure 2 –The procedure for tabling a motion

This is an outline of the tabling procedure found in formal meetings with motions and changes (amendments) to motions. This is a very formal procedure and it is recognised that this process may not always be followed.



Activity 2.3

How does this motion procedure (Figure 2) compare with that used in your club/Federation formal meetings?

Record Keeping

It is highly important that all decisions from a meeting are recorded to ensure transparency in the decisions made by the club. Minutes are the formal and best way to keep records from meetings.

It is important to keep records/minutes for the following reasons:

- To be used for any future legal purposes as a record of events and decisions
- Incoming volunteers or committee members can use them as a reference to past events and decisions
- Decisions made for or on behalf of the Club or National Federation are transparent
- Decisions made for or on behalf of the Club or National Federation can be viewed by members
- Those in attendance at the meeting can have an idea of any items needing to be actioned as a result of meeting decisions.

In addition to keeping accurate minutes or records it is also a good idea to summarise all of the actions and/or tasks that need to be undertaken. Please refer to Appendix B for an example of this.

Section Three

Meeting Processes

Making decisions

One of the main objectives of meetings is to make decisions on behalf of the club/ Federation. There are two main methods for making decisions in meetings, depending on the type of meeting and the people involved.

1. Voting

A vote is a method used by a meeting to make a decision or to express an opinion. Voting:

- Assumes conflict is inevitable
- Fast process
- Commitment to decision clear
- All participants get to have a say that actually counts toward a decision.

2. Consensus

A consensus is the unanimous or general agreement on a particular issue. Consensus:

- Assumes agreement is possible
- Emphasises cooperation within the group.



Activity 3.1

Which methods of decision-making are used in your meetings and which is most effective?



Activity 3.2

a. Would the method of decision making vary between an AGM and a sub-committee meeting?

b. If so, which method would be used more in an AGM and which might be used more in a sub-committee meeting?

Chairing meetings

The role of the meeting Chairperson is often played by the club/ Federation President, but this does not need to be the case. It will depend on the type of meeting. The President usually Chairs AGMs and the person who knows most about the topic being discussed often Chairs subcommittee meetings.

The role of the Chairperson is very important in the effective control of any meeting. The Chair should:

- Direct the overall business and behaviour of the meeting and its participants
- Control the timing of the meeting
- Control the order of speakers
- Keep discussion on track
- Decide when discussion should finish
- Summarise frequently.



Activity 3.3

What can happen if the Chair does not do their job well?



Activity 3.4

Let's have a look at the Secretary's job description (example) in Appendix E. If your club has a secretary, discuss whether this job description would be useful for this role? Are there any additional tasks you think could be added?

Active listening

Active listening is a structured way of listening and responding to others. It focuses attention on the speaker.

When interacting, people often do not listen attentively to one another. They get distracted, think about other things, or think about what they are going to say next.

To recall your active listening skills think about SOLDER.

Square – Face the other person squarely (where possible)

Open – Adopt an open posture

Lean – Lean slightly toward the other person

Distance – Be at a distance of about 1 metre (where possible)

Eye contact – Keep good eye contact

Relax – Try to relax.

Please note that not all of the above points, such as squarely facing someone and maintaining good eye contact, will be accepted and used amongst all cultures. Some cultures contain different characteristics that define 'active listening', and it is advised that you get an indication of what these are prior to communicating within that particular culture.

Dealing with conflict

Although good active listening skills will help prevent conflict in meetings, conflict may still occur.

When conflict does occur, it can have a very negative effect on the meeting and future meetings. It is very important that any conflict is dealt with quickly and appropriately.

Some ways to effectively deal with conflict in a meeting is to:

- Address the problem, not the emotions
- Compromise - One or both parties may need to
- Try to empathise with the person
- Use active listening
- Smooth over the situation
- Not be defensive
- Be flexible where possible.



Activity 3.5

a. When you need to deal with conflict in any situation, what is your preferred method of dealing with it and why?

b. How could you improve your methods of dealing with conflict in meetings?



Activity 3.6

Have you ever had to deal with a difficult or dominant person in a meeting or group situation? If yes, how did you deal with them?

Appendix A

Learning Outcomes

On completion of the Effective Meetings module of the Cricket Administrator Programme (CAP), participants should:

1. Describe the roles that meetings play in Clubs / Federations
2. Outline the purpose and design of :
 - Annual General Meetings
 - Management Committee and
 - Sub-Committee Meetings
3. Explain the key requirements of effective committee meetings
4. Outline the key causes of ineffective meetings
5. Identify and understand common meeting procedures:
 - a. Agenda
 - b. Motions
 - c. Voting
 - d. Taking minutes
6. Understand the purpose and benefits of meeting procedures
7. Understand and implement the skills of effective meeting facilitation
8. Explain the importance of decisions being made efficiently and effectively in meetings
9. Describe the role that voting plays in making decisions
10. Outline the benefits of reaching decisions by consensus

Appendix B

Minutes template

(Example)

XYZ CRICKET CLUB **MANAGEMENT COMMITTEE MEETING MINUTES**

Summary of Motions

MOTION: “That the minutes for the meeting of 1 January 2009 be accepted & confirmed”.

Moved: A. Blogs Seconded: B. Blogs CARRIED

MOTION: “That the Club will purchase a New Bowling Machine for the gymnasium from ABC Machines for \$500”.

Moved: A. Blogs Seconded: B. Blogs CARRIED

MOTION: “That the Correspondence be accepted & confirmed”.

Moved: A. Blogs Seconded: B. Blogs CARRIED

MOTION: “That the Treasurers Report be accepted”.

Moved: A. Blogs Seconded: B. Blogs CARRIED

1. Minutes

The following is a record of the Management Committee Meeting held at the XYZ Cricket Club on 1 February 2009 commencing at 6pm

2. Attendance

A. Blogs, B. Blogs

3. Visitors

C. Blogs

4. Apologies

D. Blogs

5. Introduction

The President called the meeting in accordance with the Constitution and By-Laws

6. Previous Minutes (27-3-08)

MOTION: “That the minutes from the meeting 1 January 2009 be accepted & confirmed”.

A. Blogs Seconded: B. Blogs CARRIED

7. Business Arising From Previous Minutes

7.1. New Bowling Machine for Gymnasium

Quotes have now been received.

ABC Machines was the cheapest with the best warranty - \$500 with 2 year warranty.

MOTION: “That the club purchases a new bowling machine for the gymnasium from ABC machines for \$500”.

A. Blogs Seconded: B. Blogs CARRIED

8. Correspondence

8.1. IC01 – ABC Websites – Camera and Website

This will be looked at further before a decision on whether to continue with ABC websites is made.

MOTION: “That the correspondence be accepted and confirmed”.

A. Blogs Seconded: B. Blogs CARRIED

9. Club President’s Report

Advised he was happy with the performance of the Club and thanked all of the office holders for their hard work

10. Club Captain’s Report

Advised that the Team of the upcoming ABC tournament has been finalised

11. Treasurer’s Report

The monthly cash flow statement was distributed and discussed

MOTION: “That the Treasurers Report be accepted & confirmed”.

A. Blogs Seconded: B. Blogs CARRIED

12. Chief Training Officer’s Report

Nil

13. General Business

There was no General Business

14. Next Meeting

The next committee meeting will be held on 1 March 2009 at 6:00 pm

15. Close

There being no further business to discuss the meeting was closed at 8:00 pm

Recording of actions

No	Info/Motion	Action	By	Time-frame	Done
1.	7.1 New Bowling Machine	Purchase bowling machine from ABC machines for \$500	A. Blogs	ASAP	✓
2.	8.1. IC01 – ABC Websites – Camera and Website	This will be looked at further before a decision on whether to continue with ABC websites is made.	A. Blogs	ASAP	✓

Appendix C

Minutes Outcome Table

(Example)

This table may be used after the meeting and circulated to give an overview to the findings of the meeting and what action is needed. This can be done rather than circulating a whole set of minutes.

Record of actions

No	Info/Motion	Action	By	Timeframe	Done
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

Appendix D

Agenda templates

(Example)

Agenda 1 refers to an Agenda used for an Annual General Meeting, while Agenda 2 refers to an Agenda used for a committee meeting, such as a Management Committee or similar.

Agenda 1

[Insert name of club/Federation Annual General Meeting]

[Time, date & venue]

- Opening of meeting
- Apologies
- Confirmation of Minutes of previous Annual General Meeting
- Presentation of Annual Report
- Adoption of Annual Report
- Presentation of Treasurer's statement
- Election of new Executive and appointment of Auditor
- Vote of thanks to outgoing Executive
- Determination of annual membership fee
- Notice/s of motion
- Urgent general business
- Closure

Agenda 2

[Insert Name of club/Federation]

Type of Meeting _____

[Time, date & venue]

- Welcome
- Apologies
- Confirmation of Minutes of previous meeting
- Matters arising from the Minutes
- Inward and Outward Correspondence
- Reports
 - President
 - Financial
 - Committee Reports in order of need for discussion
- Special Projects
- General Business
- Closure and date of next meeting

Appendix E

Secretary's job description

The roles and responsibilities of the Secretary vary greatly from club to club and experienced secretaries will tell you that their duties often expand beyond what is normally expected of the Secretary, however, an example job description is provided below.

The time commitment required as the Secretary of a club/Federation varies greatly. A smaller club/Federation may require a Secretary to spend only a half hour to an hour per week while a larger club/Federation may require 3 to 4 hours per week on Secretarial duties.

Secretary

The Secretary is the chief administration officer of the _____ club/Federation. This person provides the coordinating link between members, the management committee and outside agencies.

Responsibilities and duties

The secretary is directly responsible to the President of _____ and the members of _____.

The Secretary should:

- Prepare the agenda for club/Federation meetings in consultation with the Chairperson
- Make arrangements including venue, date, times and hospitality for club/Federation meetings
- Send adequate notice of the meetings
- Collect and collate reports from office bearers
- Call for and receive nominations for committees and other positions for the club/Federation AGM
- Take the minutes of meetings
- Write up the minutes as soon as possible after the meeting
- Read, reply and file correspondence promptly
- Collate and arrange for the printing of the annual report
- Maintain registers of members' names and addresses, life members and sponsors
- Maintain files of legal documents such as constitutions, leases and titles
- Act as the Public Officer of your club/Federation liaising with members of the public, affiliated bodies and government agencies.
- Perform other tasks, as required:
 - handle bookings and entries
 - supervise uniforms
 - respond to general duties as directed by the club/group committee.

Knowledge and skills required

Ideally the Secretary is someone who:

- Can communicate effectively
- Is well organised and can delegate tasks
- Can maintain confidentiality on relevant matters
- Has a good working knowledge of the constitution.

Estimated time commitment required

The estimated time commitment required as the Secretary of _____ is _____ hours per week

The Secretary is appointed for a ____ year period.