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"Robert's Rules & Responsible Governance"

Table of Contents

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"*Robert's Rules & Responsible Governance*"   By Eli Mina www.elimina.com

1. GOALS OF SHARED DECISION MAKING

The overall goals of shared decision-making are to achieve **good decisions**, to achieve them **together**, and to do so within a **reasonable amount of time**.

Substantively, a collective decision should be:
- Proactive (advancing the mission, vision and strategic plan).
- Balanced, fair and objective (balancing legitimate needs and interests).
- Informed (taking into account professional expertise and member input).
- Realistic and affordable.
- Legal and enforceable.
- Smart and creative.

Process-wise, a decision-making process should be:
- Measured and gradual: Sufficient time is allocated to scrutinizing proposals.
- Efficient: The decision is reached within a reasonable amount of time.
- Inclusive and transparent: Board members are engaged in the process as active partners, and not as reluctant or acquiescent followers. The membership is kept informed (early, and not just after the fact). Where appropriate or prudent, the membership is invited to comment or help shape the decision in some way. These efforts will increase the likelihood of successful and trouble free implementation of the decision and reduce the likelihood that it will be undermined from within the organization.

Boardroom Problems
1. A rush
2. No preparation
3. Short tempers
4. Last minute agenda items
5. Motions and amendments "on the fly"
6. Pre-determined outcomes
7. Late start & late arrivals
8. Use of computers and cell phones

2. FUNDAMENTAL DISCUSSION GUIDELINES

Order (one person speaks at a time; Chair or designated person keeps the speakers' lineup)
Focus (focusing on the group's core mandate; staying on topic; establishing outcomes)
Efficiency (on a per topic basis and on a per person basis)
Equality (ensuring equal opportunities to speak and share insights)
Decorum (remaining civilized and respectful; focusing on issues, not personalities)
Safe environment (making it possible to share unpopular but necessary points without fear)

2

3. PARLIAMENTARY PROCEDURE (RULES OF ORDER)

Parliamentary Procedure is the combination of rules and customs that govern the conduct of business meetings.

Hierarchy of governing documents:

1. Laws of the Land (applicable statutes)
2. Constitution and Bylaws
3. Rule book. In this handout package it is assumed that the current edition of Robert's Rules of Order Newly Revised (RONR, latest edition) is the Parliamentary Authority.

Purposes of the rules:

- To create the necessary structure and appropriate level of formality for a meeting
- To facilitate progress
- To include individual members in discussion and shared decision-making on a "level playing field".
- To protect the rights of the majority, minority, individuals, absentees, and the organization

Voting outcomes:

- Most decisions require a majority vote to adopt
- Depending on the statute or bylaws, abstentions may count differently in different settings.
- A tie vote means that a motion is defeated.

4. POINTS OF ORDER

A point of order is a statement by a member that a rule of the assembly has been violated, e.g.: digressing from the agenda, exceeding a prescribed time limit, and other violations.

RONR12 page 236 paragraph 23:4: "*In ordinary meetings it is undesirable to raise points of order on minor irregularities of a purely technical character, if it is clear that no one's rights are being infringed upon and no real harm is done to the proper transaction of business.*"

5. UNANIMOUS (GENERAL) CONSENT

Unanimous/General Consent is an informal method of taking a vote, used for routine and non-controversial decisions. For example:

- "*Is there any objection to changing the agenda to consider item 7 now? (*Pause*)? There being no objection, we will proceed now with item 7, and then return to item 3*". **OR:** "*There is an objection and we will take a show of hands. Those in favor of changing the agenda raise your hands. Thank you. Those opposed raise your hands, etc.*"
- "*Is there any objection to extending the time for this discussion by 5 minutes? (Pause). There is no objection and the time for this discussion has been extended until 3:40 PM*".
- "*Is there any objection to amending the motion by adding the words `including all taxes'? (Pause). There is no objection and the motion has been amended to read: _____ *".

6. HANDLING MAIN MOTIONS

A main motion is a proposal to take action or express a view. The 6 steps of handling it are:

Step	Language	Pertinent points
1. A member makes a motion	"*I move that ___" or* "*I move that the following resolution be adopted: Resolved, That ___".*	1. Make sure the motion is concise, complete and unambiguous. 2. It is good practice to require motions to be submitted in writing.
2. Another member seconds the motion.	"*I second the motion" or "Second"*	Seconding does not mean endorsement of the motion, but only agreement that it should be discussed.
3. The Chair states the motion.	"*It is moved and seconded that we ___. Is there any discussion?"*	1. The Chair may rule a motion out of order (giving the reasons) or ask that it be submitted in writing before it is stated. 2. Ownership and control become **collective**. From now on withdrawing or amending the motion requires the group's permission.
4. Debate and amendment	The motion is debated and possibly amended by the group.	Debate is closed by the group, collectively, and not by one person calling "Question."
5. The Chair puts the motion to a vote.	"*There being no further debate, we will proceed to the vote. The motion is that _____. Those in favor of the motion raise one hand. Thank you. Those opposed raise one hand. Thank you."*	Ensure clarity by repeating the motion before the vote.
6. The Chair announces the outcome.	"*The motion is adopted" or "The motion is defeated."*	

Problematic Motions
A motion to receive a report
A motion to approve something "in principle" or "subject to"
A motion to support something a community group is doing

7. Agendas, Closed Meetings, Minutes
7.1 Agendas
An agenda is usually drawn up by the Chair and Senior Staff, with input from meeting participants.   When designing an agenda for a meeting, consider these factors:

- The agenda is usually set by the Chair and/or by Staff. Organizational policies should establish deadlines for submitting agenda requests or documents.

- Most agenda items should be pre-scheduled, with last minute additions being the exception, and not the norm. Relevant documents should be circulated (and read) before the meeting. They should include **decision-making options** (or motions) where needed.

- Presenters of reports should receive confirmation of the time when they'll be asked to speak, how much time is available for the presentation (including question periods), and how they will be notified that their time is running out.

- The number of items on the agenda should be reasonable, to help ensure that each can receive proper attention within the available time. It may be wise to have **a timed agenda** or to explicitly allocate total time for major agenda items.

- Members who want to present their own motions (outside the normal process of staff reports and pre-crafted motions) should do so by introducing a *notice of motion* at a previous meeting, and then obtaining staff's help with the precise wording of the motion.

- In the case of a **large and/or contentious meeting**, it is useful to prepare and pre-circulate a brief summary of **proposed Standing Rules** for the meeting (see OFEEDS acronym, page 2). The rules should be reviewed and agreed to **at the start of the meeting**.

7.2 Confidentiality and Closed Meetings
In general there should be transparency and public access to most meetings and documents, especially in a public body. However, there are times when it is necessary to place risk management ahead of transparency and discuss sensitive issues in a closed meeting.

Some decision-making bodies conduct too much business behind closed doors. Such practices can erode public trust and confidence in the decision-making process.

Members must keep confidentiality and avoid divulging what was done or said in a closed meeting. Leaks from closed meetings can erode trust and may stifle discussions in subsequent closed meetings (people will hesitate to speak for fear of being quoted publicly). Leaks may also place the organization's interests or the privacy of individuals or third parties at risk.

A Member who believes an item was mistakenly placed on a closed meeting agenda should raise this point during the closed meeting, and the group should then decide whether the item belongs or does not belong on the closed meeting agenda.

7.3 Minutes
Minutes are a historical record of a meeting's decision-making processes, focusing primarily on what was done by the group (collectively) and not on what was said by individuals. Verbatim minutes should be avoided. Instead, the group should have either `decisions-only' minutes (for closed meetings) or `anecdotal' minutes (which capture key points made, with minimal or no attribution of comments to individuals).

8. "CHEAT SHEET" FOR MEETING PARTICIPANTS

If this occurs:	You can say:
Digression	*"Point of order."* *When recognized: "Can we please get back on topic?"*
Interruptions	*"Point of order."* *When recognized: "Can we have one person speaking at a time?" Or* *"Can we wait to be recognized by the Chair before we speak?" Or* *"Can we please hear people out without interruptions?"*
Personal attacks	*"Point of order."* *When recognized: "We should be focusing on issues, not people."*
Rambling	*"Can we please keep our comments brief? I'm concerned that we may run out of time for significant issues later on."*
Repetitive debate	*"Are we ready to close debate and vote on this motion?" Or:* *"I move to close debate." Or "I move the previous question."*
Side conversations	*"Point of order."* *When recognized: "Can we please have one conversation at time?"*
Unbalanced participation	*"I am wondering if we could hear from members who have not spoken."*
Unclear motion	*"Can we please have the motion repeated?" Or* *"I move to amend the motion by _____" (You may propose to replace, add, insert or delete text.)*
Last minute motion	*"I move that this motion be referred to _____ for input and assessment." Or:* *"Given that it's late, I suggest we discuss this motion informally now, and then postpone it until the next meeting."*

9. FREQUENTLY USED SECONDARY MOTIONS
RONR = Robert's Rules of Order Newly Revised, 12th edition.

The motion	The use	Pertinent points
Point of Order (RONR Sec. 23)	Points to a violation of a rule, policy, or bylaw.	The Chair can make a ruling on whether the point is well taken or not, or ask the group to make this decision.
Appeal (Sec. 24)	Two members who disagree with the chair's ruling can appeal it.	The ruling is put to a vote: "*Shall the Chair's ruling be sustained?"* A majority vote against a ruling reverses it.
Postpone Indefinitely (S. 11)	A motion to decline to take a position on a pending main motion.	This procedure disposes of the pending motion without a direct vote. It should be noted that the main motion can be renewed at a subsequent meeting.
Amend (S.12)	A motion to change the wording of another motion before voting on it.	Up to one primary amendment and one secondary amendment can be considered at the same time.
Commit/Refer (Section 13)	A motion to send the pending main motion to a committee or staff	Should include some instructions for the committee, e.g.: What questions will it address? When will the committee report?
Postpone to a certain time (S. 14)	A motion to postpone the pending main motion to a certain time.	Should specify the day and time to which the motion is to be postponed.
Limit or Extend Debate (Sec. 15)	A motion to limit or extend debate on a motion, e.g.: "*I move to extend debate by 5 minutes".* This motion is not debatable.	
Close Debate (or "Previous Question") (Section 16)	A motion to close debate and vote immediately: "*I move the previous question."*	The Chair can check informally if there is general consent to ending debate. If there isn't, the Chair takes a vote on whether debate will be closed.
Table (Section 17)	A motion to set a main motion aside temporarily, to accommodate something else of immediate urgency.	Most times the motion to table is used incorrectly. The correct motions are usually to postpone to a certain time, refer, or postpone indefinitely.
Suspend the rules (Section 25)	A motion to allow the assembly to suspend a rule for a specific purpose. This motion cannot be used to suspend legislation or rules protecting basic rights.	This motion can be helpful when the rules of order are proving too restrictive and a more flexible approach is needed. For example: "*I move to suspend the rules and allow more than one primary amendment at a time."*
Withdraw (Section 33)	Before debate begins, a motion may be withdrawn by the mover. Once debate begins, only the assembly – by a majority vote or general consent – can withdraw it.	
Reconsider (Section 37)	Under RONR, it can be made at the same meeting by someone who voted on the prevailing side.	Check Legislation/Bylaws/Policies for other provisions.
Rescind/Amend Something Previously Adopted (Section 35)	Under RONR, can be made by any member, provided the action is not impossible to undo (partly or fully)	Check Legislation/Bylaws/Policies for other provisions.
Renewal of motions (Section 38)	Defeated motions that are still applicable can be re-introduced at a later meeting as new business.	Check Legislation/Bylaws/Policies for other provisions.

10. PARLIAMENTARY MYTHS

THE MYTH	THE TRUTH
The mover of a motion owns it forever.	The maker of a motion stops owning it once debate on it begins. From then on, the group owns it, and the mover no longer has the right to unilaterally withdraw or amend the motion (which can be done by the group collectively).
A person must support a motion in order to second it.	Seconding only indicates that the person agrees that the motion should be discussed, and not that he or she supports it.
If a motion is moved and seconded, it is automatically open for debate.	A motion is open for debate only after the Chair states it and places it before the assembly. The Chair may refuse to allow a motion on the ground that it is out of order (violates a rule, bylaw, or law) or that it is poorly worded (e.g.: motion made `on the fly').
The Chair never votes, except to break a tie.	Unless explicitly prohibited (possibly by legislation) the Chair, also being a Council/Board member, votes like others.
The Chair never speaks in debate, unless he or she vacates the Chair.	This is only true if a Bylaw or Policy stipulates it. Robert's Rules of Order allow the Chair of a small board to speak in debate, but **on the same basis as everyone else**.
If a member `calls the question,' debate automatically ends.  `Calling the question' may interrupt a person who is speaking and has precedence over anything else.	The decision to end debate is made by the group, collectively, and not unilaterally by the Chair or one member. If a motion to end debate is made formally, it may **not** interrupt a person who is speaking, and its mover has **no** special priority in the speakers' lineup.
The mover may close debate by speaking on a motion for a second time.	No (unless a Bylaw or Policy explicitly says otherwise).
The minutes must include everything that was said at the meeting.	Minutes are primarily a record of what was done by the group, and not a record of what was said by each member.
A member may insist that his or her comments be entered in the minutes.	Minute takers should follow minute taking standards, as established by policy. They should not be subject to random demands by individual members. It is generally not good practice to record verbatim minutes.
Any issue that could be embarrassing or politically uncomfortable to discuss in public can be discussed in an `in camera' meeting.	The Council/Board should follow its legislation and/or policy on `in camera' items. `Potential embarrassment' and `political discomfort' are unlikely to be valid justifications for discussing an item behind closed doors.
There can be no debate until there is a motion on the floor.	The Council/Board may opt to have informal discussion (exploring the nature of a problem) before introducing a motion (a solution).

11. DECISION MAKING PARAMETERS

11.1. Duty to Accept Collective Decisions
Many group decisions are reached by consensus, after consideration of all viewpoints, facts, issues, risks and opportunities. If all relevant concerns are taken into account before a decision is made, the likelihood of narrow majority decisions is reduced.

When achieving unanimity is not possible, a formal vote may be needed to bring closure to an issue. In such instances, there will be `a winning side' (a majority) and `a losing side' (a minority). It should be clear that, once a decision is made, it is **no longer a majority decision**. It is a **collective decision**, and the minority should accept it as a legitimate group decision and move on. If there is a need to revisit the decision later, individuals should do this within established processes.

11.2. Balancing Constituency and Organizational Interests
Members who are supported by or represent a constituency must remember that their primary duty is to serve the organization as a whole, and to place its interests ahead of any other interests. Although they may share knowledge, insights and ideas from constituencies, they must also listen and learn from other views, and then vote with the full organization in mind. All represented constituencies should avoid undue pressure on their representatives.

11.3. Organizational Culture (Organizational Norms)
a. Passion & Commitment: Individuals at all levels are passionate about the organization.

b. Holistic Outlook: Collective interests are generally placed ahead of constituency interests.

c. Collaboration: Individuals set aside egos, personal animosities and hidden agendas, help their colleagues perform to their best, and work together for the good of the organization.

d. Trust: Members earn trust by being reliable, transparent, and accountable. Trust is earned and never taken for granted. Trust is supplemented by preparedness to ask tough questions.

e. Engagement: Members are treated as valued partners in decision-making and act accordingly. Decisions are made when `all relevant pieces of the puzzle are on the table'.

f. Appetite for Learning: Members expect to learn and make informed decisions. They refuse to commit votes before a meeting, and keep their minds open to new facts and ideas.

g. Accountability & Transparency: Council sets goals, communicates them, and then monitors and reports on progress.

h. Expectation of Excellence: Everyone expects excellence. Mediocrity is not tolerated.

i. A Human Touch: Members treat others with sensitivity and compassion. Everyone receives the encouragement to succeed and contributions are regularly recognized and celebrated.

j. Awareness & Intolerance of Dysfunctions: Individuals understand the decision making process, respect it, and are prepared to defend it if and when needed.

12. NON-PARLIAMENTARY MYTHS

1. "If I voted in the minority, I should tell the entire world that I voted the right way."

2. "You should know rules of order very well. They give you power to push forward your motions."

3. "The element of surprise is important when trying to overpower opposition to your proposal."

4. "The best things about being on a Board are the power, perks, and the company of my colleagues."

5. "The most important factor when making decisions is whether they will get you re-elected."

6. "In a Council/Board of 7, the most important number is 4."

7. "The most important thing is to move a meeting forward quickly."

8. "A meeting is successful only if everyone leaves happy."

9. "If I represent a constituency, my job is, first and foremost, to represent and fight for it."

10. "Conflict of interest is bad for my reputation. No one should suggest it unless they can prove it."

11. "Tweeting and making social media postings during a meeting is fine. After all, everyone does it."

12. "If I observe a dysfunction at a meeting, I should accept it as a fact of life."

13. "If a member can't absorb new material fast, s/he should be trusting and vote with the majority."

14. "Confidential matters must not be disclosed to any outsider, except possibly to my spouse."

15. "It's OK to vote on a vague motion and leave it to staff to `clean it up.'"

16. "A unanimous vote is always better than a split vote. Narrow majorities must be avoided."

17. "If we disagree, let's take a vote. The majority is always right."

18. "The Chair has unlimited authority and everyone must obey him/her."

19. "A Council/Board must get involved in daily operations, or it's not doing its job."

20. "Staff members do not vote and must therefore keep quiet unless explicitly asked for input."

13. Challenging Meeting Scenarios

Develop an approach and/or script for the following situations:

1. The discussion is unbalanced, with two members dominating.

2. Someone rambles for a long time and you notice someone else who is anxiously looking for "an opening" to speak.

3. A member was recognized to speak, when another one "barges in" and begins to speak without permission.

4. Two members conduct a loud and distracting side conversation.

5. The discussion becomes personal and members appear uncomfortable with the tone.

6. Three members raise their hands at about the same time, indicating they wish to speak. <u>Variation</u>: A member raises his/her hand and does not put it down.

7. A participant speaks about an item that is not on the agenda (or is scheduled for later on the agenda).

8. A member says with a soft voice (or through facial expression) "I don't think it's a good idea", but this protest is drowned in the loud discussion.

9. There is a heated discussion on the wording of a document to be approved, with three distinct views on it. The discussion is going nowhere.

10. A few important decisions have just been made, but they have not been articulated clearly, and the implementation duties have not been assigned. The members appear ready to proceed to the next item on the agenda, but you want to ensure follow-up.

11. Discussion of a point is lingering on and becoming repetitive, and time is running out (or most members appear ready to move on).

12. Members are rushing to make a decision on an important issue, but you are aware that significant points have not been addressed.

14. EVALUATIONS

Evaluating a Meeting

	Ineffective Meeting 0 means *as bad as it gets*	Effective Meeting 10 means *as good as it gets*	Score
1	A weak connection between the agenda and the mission, vision and strategic goals.	A clear sense of purpose and a solid link between the meeting's agenda and the mission, vision and strategic goals.	
2	A disorganized and sometimes rushed decision-making process, with hasty solutions to poorly defined problems.	Logical and organized problem solving: first defining the problem, then evaluating potential solutions (based on set criteria), then choosing the best option, then assigning follow-up tasks.	
3	Members are late, leave early, do not prepare, use electronic devices for social media entries or pick up texts and e-mails.	Members arrive on time, prepared, and have the knowledge to make smart decisions; They are committed to being there, in body and in spirit.	
4	Decisions are made and motions are voted on without any clarity as to the precise wording. Action items are vague or non-existent.	Clearly articulated consensus (or motions) and follow up items. Concise minutes help ensure follow-up by capturing what was decided.	
5	Vocal members dominate discussions; quiet members and their input are left behind.	Participation is balanced. Members have equal opportunities to speak and influence decisions. Discussions are enriched by the diverse input.	
6	Members are silent when a dysfunction occurs for fear of insulting others. They tolerate chaos, repetition, digressions, and personal attacks.	Members act as partners in the process. They speak up if a dysfunction is damaging the quality of decisions or the process itself.	
7	The meeting is slow and monotonous. Some people ramble and no one asks them to be brief. Some fall asleep. Conversely, things may move rapidly, and people are afraid to raise valid concerns for fear of slowing the meeting down.	Time is well managed. The pace is dynamic and engaging but comfortable (not too fast nor too slow). Members speak concisely. More time is spent on significant issues and less time is spent on minutiae.	
8	Rules for participation are not in place, leading to a free for all. Alternatively, rules are used too rigidly, stifle creativity and curtail a natural flow of ideas, thereby making the meeting too formal and stuffy.	Essential rules are established: wait to be recognized before speaking, stay on track, be brief and concise, be respectful of others, etc. Rules are used flexibly, so they promote efficiency without stifling vital debate.	
9	Personal attacks and insults are rampant. The climate is adversarial, with each faction using manipulative tactics to achieve its goals.	A respectful and civilized tone is kept, even when issues are contentious. The focus is on issues and not on personalities. The group works as a team to advance its mandate.	
10	The group is distracted by logistical problems: a hot or cold room, outside noise, faulty projector, catering issues, and so on.	Logistical details are handled flawlessly through meticulous planning and preparation, and do not become a distraction.	
	GRAND TOTAL	Add the numbers on the right hand column. Minimum = 0. Maximum = 100.	

Evaluating a Member

	Ineffective Member 0 means *as bad as it gets*	Effective Member 10 means *as good as it gets*	Score
1	Joins the group mainly to socialize, gain visibility, stature, influence and power.	Joins the group altruistically to advance its mandate, and to serve the organization.	
2	Brings a low commitment level. Misses meetings, declines to take on any work, and always has *excuses* for non-performance.	Is reliable and conscientious. Prepares fully for meetings, attends them regularly, takes on assignments, and always delivers quality results.	
3	Tolerates mediocrity and flawed decisions. Has no interest in innovation and creativity.	Demands excellence of oneself and of others. Introduces freshness, creativity and innovation.	
4	Has a need to be popular with others and so does not raise valid concerns about potentially risky decisions. Does not complain about process issues, except after a meeting.	Is prepared to raise tough questions, even if they slow things down, in order to help reduce risk. Does not hesitate to complain about meeting problems in a timely fashion.	
5	A single-issue advocate. Joins the Council or Committee to promote a narrow interest. Has a closed mind and unchangeable views, and is not interested in learning from others.	Places collective interests ahead of narrow ones. Keeps an open mind and a natural curiosity. Is eager to learn from others and thereby make informed and balanced decisions.	
6	Unprincipled. Creates alliances and makes backroom deals to manipulate decisions. Finds the right words to promote the wrong goals. Will do anything to get re-elected.	Honest, principled, selfless and trustworthy. Embodies the organization's core principles and values. Re-election takes a backseat to doing the right things.	
7	Egotistical and functions as a lone operator. Treats others with disrespect. Irritable and uptight. Takes questions as personal attacks. Quick to dismiss new ideas.	Humble and ego-free and functions as a team player. Treats others as valued colleagues and partners. Mature, calm, patient, light hearted, and thick skinned.	
8	Undermines and attacks collective decisions publicly after they are made. Presents personal views as collective positions.	Accepts collective decisions. Represents the voting body correctly when requested to do so.	
9	Abuses powers for personal gain. Denies the existence of blatant conflicts of interest.	Adheres to the established code of ethics. Discloses conflict of interest in a timely manner.	
10	Leaks confidential information from closed meetings, damaging trust and exposing the organization to risk.	Keeps confidentiality. Questions the inclusion of items on a closed meeting agenda when there seems to be no valid reasons for it.	
	GRAND TOTAL	Add the numbers on the right hand column. Minimum = 0. Maximum = 100.	

Evaluating a Chair

	Ineffective Chair **0 means *as bad as it gets***	**Effective Chair** **10 means *as good as it gets***	**Score**
1	Takes the job for the power or benefits. Enjoys the visibility with the media and the public. Refuses to share the spotlight with others.	Takes the job in order to serve and make a difference. Is selfless and committed to the organization's goals and mission.	
2	Is used to making unilateral decisions and giving orders to others. Biases debates in favor of certain outcomes. Uses threats and bullying.	Leads the Board in consensus building and making collective decisions. Engages all members as equal partners in the process.	
3	Possessive of the leadership role, making the organization dependent on him or her. Makes no room for others to succeed. Tries hard to control the participation of new members.	Shares the leadership spotlight with others. Serves as a mentor and builds other leaders, thereby ensuring succession and continuity. Empowers members to excel. Recognizes contributions and achievements regularly.	
4	Timid and hesitant to intervene. Afraid of confrontation. Tries hard to please and doesn't know how to say no. Does not respond well to disapproval, criticism or anger.	Intervenes proactively to reduce problems. Addresses dysfunctions with a principle-based approach. Is capable of saying no, gently but firmly, to ensure fairness for all and to facilitate effective decision-making.	
5	Impatient, egotistical and short tempered. Treats criticism or disagreements as personal attacks. Is condescending and disrespectful towards those who dare contradict them.	Mature, patient, calm, reassuring, approachable, respectful, and supportive. Maintains freshness and a light touch. Is used to leaving their ego behind.	
6	Narrow-sighted, reactive and crisis driven.	Maintains a broad view of issues and is able to guide the group in debating tough issues.	
7	Disorganized and unprepared for meetings.	Organized and fully prepared. A role model and an inspiration for others to follow.	
8	Oblivious and unconcerned with relationship building, both internally and externally.	Builds and maintains relationships with Board members, the staff, the community, and external stakeholders and suppliers.	
9	Has a poor sense of timing. Does not know when and how to bring closure to discussions and move forward to facilitate group decision making.	Intuitive and responsive to moods and needs at a meeting. Balances the need to make progress (time management) with the need for democratic and effective decision making.	
10	Talkative and verbose. Offers rebuttals to every comment made by others. Unable to facilitate a logical flow and step-by-step decision-making, or summarize progress and initiate closure.	Communicates clearly, briefly, concisely and logically. Is able to clarify decision-making options or divide multi-faceted topics or decisions into manageable components.	
	GRAND TOTAL	Add the numbers on the right hand column. Minimum = 0. Maximum = 100.	